

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

IN THE UNITED STATES DISTRICT COURT
FOR THE MIDDLE DISTRICT OF TENNESSEE
NASHVILLE DIVISION

BOZA PLEASANT-BEY,)	
)	
Plaintiff,)	
)	Case No. 3:19-cv-00486
VS.)	JUDGE TRAUGER
)	JURY DEMAND
STATE OF TENNESSEE, et al,)	
)	
Defendants.)	
_____	X	

DEPOSITION OF JON WALTON
TAKEN ON APRIL 8, 2021

Prepared by:
Carole K. Briggs, LCR #345
Briggs & Associates
222 Second Avenue, North, Suite 340M
Nashville, Tennessee 37201
Briggscourtreporting@hotmail.com

1 **APPEARANCES :**

2

3

4 **FOR THE PLAINTIFF:**

5

6 **JANNA MAPLES, ESQUIRE**
7 **Branstetter, Stranch & Jennings, PLLC**
8 **The Freedom Center**
9 **223 Rosa L. Parks Avenue**
10 **Suite 200**
11 **Nashville, Tennessee 37203**
12 **jannam@bsjfirm.com**

10

11 **FOR THE DEFENDANT, STATE OF TENNESSEE:**

12

13 **THOMAS J. AUMANN, ESQUIRE**
14 **NIKKI N. HASHEMIAN, ESQUIRE**
15 **Tennessee Attorney General's Office**
16 **P.O. Box 20207**
17 **Nashville, Tennessee 37202-0207**
18 **thomas.aumann@ag.tn.gov**
19 **Nikki.hashemian@ag.tn.gov**

17

18 **FOR THE DEFENDANT, CORECIVIC:**

19

20 **JOSEPH F. WELBORN, ESQUIRE**
21 **ERIN PALMER POLLY, ESQUIRE**
22 **K&L Gates, LLP**
23 **222 Second Avenue South**
24 **Suite 1700**
25 **Nashville, Tennessee 37201**
joe.welborn@klgates.com
Erin.polly@klgates.com

25

1	TABLE OF CONTENTS		Page 3
2			
3	Witness		Page
4			
5	JON WALTON		
6	Examination by Ms. Maples		7
7	Examination by Mr. Welborn		126
8			
9			
10			
11	LIST OF EXHIBITS		
12			
13	Number	Description	Page
14			
15	1*	Mr. Walton's cheat sheet (late-filed)	13
16	2	Noncompliance reports, collective	23
17	3	Policy No. 501.01, inmate grievance procedures	50
18	4	Contract for the Trousdale facility	53
19	5	non-compliant reports starting with Bates 002291	73
20	6	final summary, starting at Bates No. 003537	102
21	7	quarterly reports, starting at Bates No. 003709	108
22			
23			
24			
25			

1	8	noncompliant reports starting at Bates No. 002260	Page 4 113
2			
3	9*	E-mail, noncompliance reports to contractor (late-filed)	117
4	10	TDOC Policy 205.03	122
5	11	Comptroller's performance audit report, 1/2020	122
6			
7			
8	(* designates late-filed exhibits)		
9			
10			
11			
12			
13			
14			
15			
16			
17			
18			
19			
20			
21			
22			
23			
24			
25			

The deposition of Jon Walton, taken on behalf of the plaintiff, remotely via Zoom, by agreement of parties, on April 8, 2021, for all purposes allowed under the Federal Rules of Civil Procedure.

It is agreed that Carole K. Briggs, licensed court reporter for the State of Tennessee, may swear the witness, take his deposition, and afterwards reduce same to typewritten form, and that the reading and signing of the completed deposition by the witness is not waived.

All formalities as to notice, caption, certificate, et cetera, are expressly waived. All objections, except as to the form of the question, are reserved to the hearing.

(Unless previously provided, all names are spelled phonetically, to the best of the court reporter's ability.)

1 (Whereupon, the foregoing deposition
2 began at 8:06 a.m.)

3 THE COURT REPORTER: Today is April 8, 2021
4 at 8:06 a.m. We are here for depositions. At this
5 time, would each attorney introduce yourself, who you
6 represent and that you agree to take this deposition via
7 Zoom. We will start with the plaintiff's attorney and
8 work our way through the defense.

9 MS. MAPLES: Janna Maples and Tricia Herzfeld
10 with Branstetter Stranch & Jennings for the plaintiff.
11 And we agree.

12 MR. AUMANN: This is Tom Aumann and Nikki
13 Hashemian representing defendant Tennessee Department of
14 Correction, State of Tennessee, commissioner Tony Parker
15 and the director of religious and volunteer services.
16 And we agree.

17 MR. WELBORN: Joe Welborn and Erin Polly. We
18 represent CoreCivic.

19 THE COURT REPORTER: And do you agree to take
20 the deposition via Zoom?

21 MR. WELBORN: We do.

22 Whereupon,

23 JON WALTON,
24 having been first duly sworn, was examined and deposed
25 as follows:

1 **EXAMINATION BY MS. MAPLES:**

2 Q. Please state your name for the record.

3 A. Jon Walton.

4 Q. What is your current job title?

5 A. I am a contract monitor.

6 Q. Where is your office located?

7 A. 140 Macon Way, Hartsville, Tennessee at the
8 Trousdale Turner Correctional Center.

9 Q. And you said your job title is contract
10 monitor. Are you the contract monitor of operations or
11 the contract monitor of compliance?

12 A. Contract monitor of compliance.

13 Q. How long have you been in that position at
14 Trousdale?

15 A. Approximately 16 months.

16 Q. Since what date?

17 A. November 2019.

18 Q. What are the job responsibilities of the
19 contract monitor of compliance?

20 A. To review and ensure that the facility is
21 abiding by the contractual standards set forth by the
22 Tennessee Department of Corrections.

23 Q. Do you work with Trousdale's warden at all?

24 A. I do.

25 Q. How regularly?

1 A. Daily.

2 Q. Who is the current warden of Trousdale?

3 A. The current warden is Raymond Byrd.

4 Q. Has Mr. Byrd ever been placed on

5 administrative leave at Trousdale?

6 A. I'm not aware of anything formally, no.

7 Q. Are you aware of anything informally?

8 A. I am aware that Mr. Byrd is currently on
9 leave, but I'm not certain as to the facts surrounding
10 that.

11 Q. What have you been told about the reasons
12 that Mr. Byrd is currently on leave?

13 A. I have not been told.

14 Q. Has Warden Byrd ever been disciplined since
15 he's been warden at Trousdale?

16 A. Not that I am aware.

17 Q. How long has Mr. Byrd been on leave from
18 Trousdale?

19 A. I want to say approximately four weeks.

20 Q. Was an assistant warden named as acting
21 warden during this time?

22 A. Yes.

23 Q. Which one?

24 A. Vincent Vantell.

25 Q. And do you have any understanding at all as

1 to why Mr. Byrd is currently on leave?

2 A. No, ma'am.

3 MR. AUMANN: Objection to form. You can go
4 ahead.

5 BY MS. MAPLES:

6 Q. Do you know whether Warden Byrd will soon be
7 reassigned?

8 A. I do not.

9 Q. Have there been discussions at Trousdale
10 concerning Warden Byrd being reassigned?

11 A. I'm -- not that has involved me, no.

12 Q. Are you aware of conversations about Warden
13 Byrd being reassigned that have occurred between others?

14 A. Yes.

15 Q. Who are those others that have had
16 conversations about Warden Byrd being reassigned?

17 A. It would be the executive leadership team
18 between the Tennessee Department of Corrections and
19 CoreCivic.

20 Q. Which individuals are part of the executive
21 leadership between TDOC and CoreCivic?

22 A. To my knowledge, that would be TDOC
23 commissioner, Tony Parker; assistant commissioner of
24 operations; Lee Dotson; and, the CoreCivic VP I know is
25 Mr. Medlin. And there's one other. I can't recall his

1 name right off the top of my head.

2 Q. Is it your understanding that the discussions
3 about reassigning Warden Byrd are related to the reason
4 that Warden Byrd is currently on an informal leave?

5 A. Could you repeat that question, I'm sorry.

6 Q. Is it your understanding that discussions
7 about the reassignment of Warden Byrd are related to the
8 reason for him being on an informal leave at present?

9 A. I'm really not certain of anything to do with
10 Mr. Byrd's employment. That's not something that I
11 would oversee.

12 Q. Have you heard any rumors about why he is
13 currently on administrative leave?

14 A. I really can't speak to a rumor. I'm not
15 sure.

16 Q. Well, I'm not asking you what the rumors are,
17 I'm just asking if you've heard any rumors?

18 A. I have not.

19 Q. You mentioned a Jason Medlin earlier who's a
20 -- I think you said is a VP at CoreCivic. Has he
21 visited Trousdale recently?

22 A. Yes, ma'am.

23 Q. Why did he visit Trousdale?

24 A. It's routine. The managing director and
25 several others are on site regularly.

1 Q. Has he been at Trousdale more frequently due
2 to the fact that the warden is currently on some kind of
3 administrative leave?

4 A. Not that I am aware. No more than usual.

5 Q. Has Jason Medlin assumed any kind of control
6 over the Trousdale facility that is outside of what is
7 routine?

8 A. Not that I am aware.

9 Q. Have you been in meetings with Jason Medlin
10 at Trousdale?

11 A. No, ma'am.

12 Q. Have you ever discussed conditions inside the
13 prison with Jason Medlin?

14 A. No, ma'am.

15 Q. Do you know any other CoreCivic executives?

16 A. Chuck Keeton.

17 Q. And what is his job title?

18 A. He's the managing director.

19 Q. Does he visit Trousdale?

20 A. He does.

21 Q. How often?

22 A. I would say more frequently than Mr. Medlin.

23 Q. When was the last time Chuck Keeton visited
24 the facility?

25 A. I believe he was here yesterday and he's also

1 scheduled to be on site today.

2 Q. Do you know any other CoreCivic executives?

3 A. I do not, no.

4 Q. Do you know who the CEO of CoreCivic is?

5 A. I do not, no.

6 Q. Do you know where CoreCivic headquarters is
7 located?

8 A. I have been told it's in Brentwood, but I
9 don't know that for certain.

10 Q. What are some of the areas that you oversee
11 at CoreCivic as contract monitor of compliance?

12 MR. AUMANN: Objection to the form. You can
13 go ahead. You can go ahead and answer the question.

14 THE WITNESS: Oh, I'm sorry. We oversee a
15 detailed list of items to include. My area of
16 concentration is clothing and hygiene. Sanitation of
17 facility. Staffing, and that would include staffing
18 levels and employee vacancies. Facility and property.
19 Grievance procedures. Commissary. Inmate jobs. Inmate
20 personal property. The release procedures. Security
21 equipment. Food services. And policy and procedure.

22 BY MS. MAPLES:

23 Q. Mr. Walton, I can see that you're looking --
24 you seem to be looking at something to your left. Do
25 you have some kind of list of your job title or job

1 descriptions somewhere in your office?

2 A. I don't have it in my office. What I'm
3 looking at is a list. What we have are ten separate
4 instruments that we review as contract monitors. It's
5 my responsibility to review half of those. And the
6 contract of operations reviews the opposing half. And
7 then I'll file and keep all of them stored in my office.
8 And I just wanted to ensure that I was giving you a very
9 succinct and precise list of areas that I review as the
10 contract monitor of compliance.

11 Q. I appreciate that. What did you say that
12 that list is called, the ten separate instruments?

13 A. It's called my cheat sheet.

14 Q. Is that something that you could send over to
15 us during a break or after the deposition?

16 A. Absolutely. Be happy to.

17 MS. MAPLES: We would like to make that
18 late-filed Exhibit 1 to Mr. Walton's deposition.

19 (Exhibit 1 was marked late-filed.)

20 BY MS. MAPLES:

21 Q. What is your interaction with the grievance
22 process at Trousdale?

23 A. What I'll do is I'll take my grievance
24 instrument, which has a series of detailed items to
25 observe to ensure that responses are met within policy

1 standards. Those responses would include to ensure that
2 the grievance chairperson is responding to the grievant
3 within a certain amount of time, that the level reviews
4 are completed within appropriate dates and that
5 everything is being maintained in an orderly fashion.
6 Essentially to ensure that the grievance procedures are
7 being followed by TDOC policy.

8 Q. You mentioned a grievance instrument. What
9 do you mean by that?

10 A. It's a spreadsheet that the contract monitors
11 utilize to review the standards and what we observe --
12 against what we observe. It's an audit tool.

13 Q. How regularly do you conduct an audit using
14 the grievance instrument spreadsheet?

15 A. Both quarterly and biannually.

16 Q. So you do six every year?

17 A. We do four. So we have the quarter -- that's
18 kind of confusing. It's a quarterly audit tool, but
19 when we do what we consider a biannual, which occurs in
20 January and December, we'll take the previous six months
21 into account. So it's a quarterly review, but we -- the
22 review periods are quarterly and biannually. Does that
23 make sense, or did I confuse everybody?

24 Q. Well, I guess my next question would be for
25 the biannual audit, do you do any kind of independent

1 review using the grievance instrument, or are you merely
2 looking back at the quarterly reports?

3 A. It would be a revisit of the quarterly.
4 There is nothing that changes, no.

5 Q. Okay, so you're not using any new or
6 additional data for the biannual audit?

7 A. No, ma'am. Correct.

8 Q. And can you describe the audit procedure for
9 these quarterly audits?

10 A. The procedure that I use is I basically show
11 up. It's -- we tell the facility it's an open-book test
12 because they're welcome to review what it is that we are
13 looking at. We want the facility to not be surprised by
14 anything that we are there to look at. So whenever we
15 go down, we usually do an unannounced visit and we just
16 take the department head over that area. In this
17 particular case, it would be the grievance chairperson.
18 And we walk through their logs and their paperwork and
19 review each item on the instrument line by line.

20 Q. Do you get a sampling from the log book or do
21 you just kind of comb through it?

22 A. I usually take -- what I'll do, like this
23 past order is I took a -- their entire log and I just
24 pulled a sample of 20 from their grievance log. So --

25 Q. Is that --

1 A. I'm sorry, go on.

2 Q. Go ahead, finish your answer.

3 A. So it's not something that they pull. It's
4 something that I select.

5 Q. Is selecting 20 samples a standardized TDOC
6 procedure or is that just your audit practice?

7 A. That's a standard procedure.

8 Q. Is it fair to say that your -- or TDOC's,
9 rather, oversight of the grievance procedure is limited
10 to those 20 samples from the grievance log book which
11 are pulled four times a year?

12 MR. AUMANN: Objection to form. You can go
13 ahead.

14 THE WITNESS: To ensure that I understood
15 correctly, you're asking me do I feel that the -- better
16 yet, could you repeat that question.

17 BY MS. MAPLES:

18 Q. Okay. I'm just trying to understand if there
19 is any monitoring of the grievance process other than
20 the 20 samples that are pulled from the log book four
21 times a year?

22 A. There's not. You know, the monitoring audit
23 tool that we utilize is fairly specific in what it is
24 that we are to review. You know, if the reviews aren't
25 being completed within a timely manner, you know, we --

1 ultimately, what we are here to ensure is that whenever
2 a grievant files a grievance, that they are not only
3 being heard, but they're being responded to within an
4 appropriate amount of time.

5 And if they're not in a position that they
6 agree with the response of the chairperson, that they're
7 then given the opportunity to appeal that within an
8 appropriate amount of time. And essentially, that's all
9 the grievance process involves.

10 Q. Do you ever speak to Trousdale inmates?

11 A. Every day.

12 Q. Do you do that as part of your job or more in
13 passing?

14 A. Both.

15 Q. In what way or why do you speak to inmates as
16 part of your job?

17 A. Well, come to find out, we've learned a lot
18 from holding dialogue with the population. You know,
19 there may be some things that would steer us into a
20 direction where we need to more attentive to. Take this
21 conversation, for example, about the grievance process.
22 If the inmate says that -- comes to me and says that he
23 has filed a grievance but he has not had a response to
24 that grievance, then I could take his information and go
25 to the grievance chairperson without utilizing my audit

1 tool and ask them if they have any information on that
2 inmate as far as him having filed a grievance.

3 Depending on what the grievance chairperson
4 tells me at that point, if she says, yes, and we're
5 processing it, then I did my follow-up. It was just my
6 responsibility to ensure that the grievance landed where
7 it needed to. If she says, no, I haven't received
8 anything. Then what I would do is go back to that
9 inmate and let him know that the grievance chairperson
10 is not in receipt of his grievance and he needs to file
11 another grievance so that she can process it.

12 Q. So inmates can come to you with certain
13 complaints as part of your job description; is that
14 right?

15 A. Not right. It's not my job description.
16 It's just my -- the way that I operate.

17 Q. And have inmates before come to you with
18 questions or concerns about the Trousdale grievance
19 process?

20 A. I'm sure they have. I can't think of
21 anything specific right off the top of my head.

22 Q. Okay, so is it correct to say that other than
23 your audits conducted quarterly and isolated
24 conversations with individual inmates, there's no other
25 oversight of the grievance process at Trousdale by the

1 contract monitors?

2 A. On my behalf as the contract monitor of
3 compliance.

4 Q. Okay. Do you know if the contract monitor of
5 operations does anything over and above the things I've
6 just described to monitor the grievance process?

7 A. I'm not aware.

8 Q. Are you familiar with TDOC's grievance
9 procedure?

10 A. Not as much as the contract monitor of
11 operations. But I do have some general knowledge, yes.

12 Q. Are you saying that the contract monitor of
13 operations knows more about how that procedure worked?

14 A. Yes. Operations and procedures go hand in
15 hand. As a compliance monitor, I'm just there to ensure
16 that time frames and paperwork, the technical aspects,
17 you know, are compliant.

18 Q. You mentioned that there is a grievance log
19 that is maintained by the grievance chairperson, right?

20 A. Yes.

21 Q. So is it fair to say that in doing your
22 audits, you're never sampling grievances that weren't
23 entered into the log?

24 A. Correct.

25 Q. Have you, since you've been at Trousdale,

1 ever heard of grievances not being entered into the
2 grievance log?

3 A. Not that I am aware.

4 Q. Who is the current grievance chairperson?

5 A. Her name is Jannell Holly.

6 Q. And how long has she been the grievance
7 chairperson?

8 A. I'm going to say since January.

9 Q. Who was the grievance chairperson before
10 that?

11 A. Elizabeth Lopez.

12 Q. How long was she the grievance chairperson?

13 A. She was in that role when I arrived. I don't
14 really know.

15 Q. Is there a difference between a grievance
16 chairperson and a grievance coordinator?

17 A. Not that I am aware.

18 Q. Do you know who a Sergeant Cockrill is?

19 A. I do not.

20 Q. Do you know of a Sergeant Cockrill ever being
21 a grievance chairperson?

22 A. Not since I've been here, no.

23 Q. Let me try a first and last name, Lybrunca
24 Cockrill?

25 A. I know that Ms. Lybrunca Cockrill, that when

1 I arrived, was an assistant shift supervisor. She was
2 not attached to the grievance process.

3 Q. Why -- strike that. Is Elizabeth Lopez still
4 employed at Trousdale?

5 A. Yes, ma'am.

6 Q. Why is Elizabeth Lopez no longer the
7 grievance chairperson?

8 A. Because she was promoted.

9 Q. Did her removal as grievance chairperson have
10 anything to do with her job performance as grievance
11 chairperson?

12 MR. AUMANN: Objection, form. You can go
13 ahead.

14 BY MS. MAPLES:

15 Q. Since you have been at Trousdale, have you
16 ever had a grievance chairperson that you determined was
17 not properly performing his or her job as grievance
18 chairperson?

19 A. No.

20 Q. For each of the quarterly audits that you do
21 for grievances, do you generate a report?

22 A. If there are noncompliances identified I do,
23 yes.

24 Q. So if there are no noncompliances, then you
25 do not generate a report?

1 A. Not an official report, no. The only thing
2 that would be generated is that monitoring instrument
3 that I use during my review.

4 Q. Do you save copies of the monitoring
5 instrument on your computer?

6 A. Yes, ma'am.

7 Q. And you have them for the entire time you've
8 been at Trousdale?

9 A. I do.

10 Q. Since you've been at Trousdale starting in
11 November of 2019, have you ever determined that
12 Trousdale's grievance process is fully in compliance
13 during one of these audits?

14 A. I've identified -- without looking back at my
15 noncompliance reports, I would have to defer to the NCRs
16 that I generate. But either the process is compliant or
17 a noncompliance report is generated to identify what the
18 noncompliance issues are.

19 Q. So you're saying you can't remember if there
20 has been a quarter in which Trousdale was fully
21 compliant, you would need to see the audit reports?

22 A. I would feel more comfortable to refer to the
23 report. I know that there have been instances since I
24 have been in my position where the grievance process has
25 not been a hundred percent compliant. But to speak to

1 what exactly those issues were, I would need those
2 reports.

3 Q. And as contract monitor of compliance do you
4 occasionally review noncompliance reports that were
5 generated by other contract monitors?

6 A. Not traditionally, no. That would not be
7 something within my job scope.

8 Q. Do you ever run across them just in the
9 course of your job at Trousdale?

10 A. I do, yes, ma'am.

11 Q. And do you find that you are typically able
12 to read them and interpret them and decide what they
13 mean?

14 A. Yes, ma'am.

15 MS. MAPLES: I would like to share my screen
16 now. I am going to show you a document that is going to
17 be Exhibit 2 to your deposition.

18 (Exhibit 2 was marked.)

19 BY MS. MAPLES:

20 Q. Do you see the document on your screen?

21 A. I do.

22 Q. And Mr. Walton, here's what I'm going to do.
23 If at any time you would like to scroll through and take
24 control of the document, will you just let me know and
25 you would be welcome to do that. If you want me to

1 scroll through for you, just say can you go down to the
2 next page or zoom in, zoom out, whatever you need, okay?

3 A. Okay.

4 Q. Do you see that the document that is
5 currently on your screen is 18 pages long?

6 A. I do.

7 Q. Would you say that's a little bit longer than
8 your audit reports typically are?

9 A. They -- if there is a process issue, they can
10 be lengthy. So I want to say that. However, that is
11 not uncommon, it can occur depending on what is being
12 documented and in what detail it's being documented.

13 MS. MAPLES: And for the attorneys, I just
14 put this document in the chat. So if anyone wants to
15 download independently.

16 BY MS. MAPLES:

17 Q. Mr. Walton, what I've done here is -- this is
18 actually a collective exhibit. So I'll scroll through
19 and let you see that I've taken multiple documents and
20 combined them all into one to make things easier for us
21 over Zoom, okay?

22 A. Sure.

23 Q. Do you see that the document in front of you
24 has a first bolded header of privately operated facility
25 dash notification of noncompliance?

1 A. Yes, ma'am.

2 Q. Is this a noncompliance report or NCR that
3 you've been describing this morning?

4 A. It is, yes, ma'am.

5 Q. Now, I see that this one is dated July 17th
6 of 2018. Do you see that?

7 A. I do.

8 Q. So this one was not generated by you?

9 A. It was not, no.

10 Q. So if we scroll down now to the third page,
11 we have a second noncompliance report. Do you see that?

12 A. I do.

13 Q. Do you see that it's dated January 31st of
14 2019?

15 A. Yes, ma'am.

16 Q. And so this one wasn't generated by you
17 either; is that correct?

18 A. That's correct.

19 Q. But is it fair to say that both of the two
20 reports we've just looked at in collective Exhibit 2 are
21 noncompliance reports concerning inmate grievance
22 procedures?

23 A. Yes, ma'am. And --

24 MS. POLLY: I apologize for interrupting,
25 what is the Bates number on this?

1 MS. MAPLES: It's in the top right-hand
2 corner.

3 BY MS. MAPLES:

4 Q. Now, if we go down to the third document in
5 this collective exhibit, do you see that the date is May
6 31st of 2019?

7 A. Yes, ma'am.

8 Q. And do you see that this is another
9 noncompliance report concerning inmate grievances?

10 A. Yes, ma'am.

11 Q. And then this page with the Bates stamp TDOC
12 001372, do you see that this is a noncompliance report
13 dated January 31st of 2020?

14 A. Yes, ma'am.

15 Q. Do you see that this one was generated by
16 you?

17 A. Yes, ma'am.

18 Q. And do you see that the audit period is July
19 through December of 2019?

20 A. I do.

21 Q. So is this one of your biannual audits, then,
22 as opposed to the quarterly?

23 A. This would have been one of my first -- one
24 of the first noncompliance reports that I issued the
25 facility. I'm not sure. Can you ask that question one

1 more time? I want to make sure that I answer your
2 question.

3 Q. You testified earlier that you do quarterly
4 audits and then you do biannual audits?

5 A. Yes, ma'am.

6 Q. And this, the audit period listed on this
7 document is July to December of 2017. So I am just
8 asking, is this a biannual audit or a quarterly audit?

9 MR. AUMANN: I'm sorry. Janna, you said 2017
10 when you mentioned the date.

11 MS. MAPLES: I misspoke, 2019.

12 MR. AUMANN: Okay.

13 BY MS. MAPLES:

14 Q. I'll ask that question again, Mr. Walton.
15 I've asked that given the date listed to the right of
16 the words audit period is July to December of 2019. Is
17 this document a biannual audit report or a quarterly
18 audit report?

19 A. The grievance instrument itself is actually a
20 biannual report. So yes, this is a biannual NCR for
21 that time frame.

22 Q. Do you generate reports for your quarterly
23 audit?

24 A. Yes.

25 Q. What are the reports of the grievance --

1 strike that. What are the reports concerning your audit
2 of the grievance process every quarter called?

3 A. I think to clarify, the -- our instruments
4 are broken down into reporting periods. So although
5 that we may be reviewing it on a quarterly basis, the
6 reporting period is when the final NCR gets drafted.
7 And that gives the facility sufficient time to be able
8 to review and correct any compliance issues that we
9 find, which may need immediate attention.

10 So the quarterly review is going to be
11 captured in the biannual noncompliance report. Hence,
12 that's why we're seeing that we've got July through
13 December, but we want to make sure that every quarter,
14 or more frequently as the monitor determines necessary,
15 that we are staying on top of the procedures of the
16 facility to ensure that there's no bad practices that's
17 being -- that's taking place in the middle of that
18 monitoring period. If that makes sense.

19 So I think to answer your question, there are
20 -- the NCR's are distributed by the contract monitoring
21 director. The monitoring instruments are -- is a
22 separate process that is reviewed by the monitors at the
23 facility on a quarterly and a biannual basis. When the
24 formal -- and that's what this is. This is the formal
25 end report. When that comes out, that's distributed

1 through the contract monitoring director.

2 Q. Okay. And I believe you testified that this
3 here Bates stamped TDOC 001372 and dated January 31st of
4 2020 is the first biannual NCR that you were a part of
5 at Trousdale; is that right?

6 A. Yes, ma'am. And Janna, I wanted to draw
7 attention to also, one of the first questions that you
8 asked me when this exhibit was presented was to note
9 that it's 18 pages. I wanted to just let the larger
10 group know that this is over an extenuated period of
11 time. It wasn't an 18-page report just for one quarter
12 or an 18-page report for a biannual period. It looks
13 like that we've got multiple biannual periods throughout
14 this exhibit.

15 Q. I appreciate that, Mr. Walton. That's
16 exactly why I was trying to point that out that this is
17 not a single report, that this is a collection of
18 multiple reports.

19 A. Yes, ma'am.

20 Q. So that we can all be clear, I am just going
21 to continue to scroll down to the beginning of the next
22 report, which is attached to the others. Do you see
23 that we are looking at a page Bates stamped TDOC 001696?

24 A. Yes, ma'am.

25 Q. Do you see that it's dated August 4th of

1 2020?

2 A. Yes, ma'am.

3 Q. Do you see that the audit period is January
4 through June of 2020?

5 A. I do.

6 Q. And were you a part of this biannual
7 noncompliance report?

8 A. I was the auditor on that report.

9 Q. Okay, and now I'm going to scroll down to
10 TDOC 002373, which is dated February 1st of 2021. Do
11 you see that document in front of you?

12 A. Yes, ma'am.

13 Q. And do you see that the audit period is July
14 1st of 2020 to December 31st of 2020?

15 A. I do.

16 Q. And were you a part of this audit report?

17 A. Yes, ma'am.

18 Q. Is this the most recent one that you've done
19 since you've been at Trousdale?

20 A. Yes, ma'am.

21 Q. So we're going to scroll back up to the first
22 one, which is dated January 31st of 2020. Do you see
23 that we're on the screen TDOC 001372?

24 A. Yes, ma'am.

25 Q. And do you see that on this page, you have

1 written: Of the 20 grievances contract monitor checked
2 for this instrument, there were seven instances that
3 were found that were not compliant?

4 A. I do.

5 Q. And then do you see that there is a table
6 there?

7 A. I do.

8 Q. And can you explain what that table -- what
9 information that table is providing?

10 A. Yes, ma'am. So the information in this table
11 has the inmate's TDOC identification number; the
12 grievance number of the grievance that was attached to
13 the inmate's grievance; the date that the chairperson's
14 response was due; and, the date that the chairperson
15 actually responded. And then the area of service that
16 the inmate is grieving. And the finding is the
17 monitor's determination of what was found to be
18 deficient with that particular grievance.

19 Q. So this report is saying, just to be clear,
20 that of the 20 samples you took, seven of them were not
21 compliant with Tennessee Department of Correction's
22 policy; is that right?

23 A. That's correct.

24 Q. And do you see that under the table, there's
25 another paragraph that says: Prior documentation of

1 noncompliance, colon, this was a noncompliant finding on
2 the biannual report NCR issued July 17th of 2018 and
3 January 31st of 2019. An assessment of liquidated
4 damages letter was sent on April 16th of 2019 for
5 January 31st, 2019 NCR?

6 A. I do.

7 Q. And what does that mean?

8 A. That means that the facility has been found
9 to be noncompliant on a reoccurring basis during the
10 monitor's audit to the point that Tennessee Department
11 of Corrections has issued liquidated damage assessments
12 due to this particular finding.

13 Q. As contract monitor of compliance, do you
14 have any kind of role in discussing or overseeing any
15 corrective action taken by CoreCivic?

16 A. Yes.

17 Q. And can you explain what that role is?

18 A. The contract monitor of compliance is
19 responsible for documenting the corrective action plan
20 for the noncompliance findings that are issued to the
21 facility and reviewing to ensure that the corrective
22 action plans are implemented. And to report out to the
23 monitoring director of whether the corrective action
24 plans are actually improving the process, if the issue
25 remains, up to, but not limited to, issuing another

1 finding of noncompliance.

2 Q. I'm scrolling down to the second page of the
3 January 31st, 2020 NCR. Do you see that there is a
4 description of the corrective action taken by CoreCivic
5 in response to this NCR?

6 A. Yes.

7 Q. Do you recall this specific corrective
8 action?

9 A. I don't, no.

10 Q. Do you see that in the second full paragraph,
11 this document states: As of September 29th, 2019, the
12 staff member responsible for this finding is no longer
13 assigned to the grievance coordinator position.
14 However, appropriate corrective action was taken with
15 the staff member. A new grievance coordinator was
16 appointed on October 25th of 2019.

17 A. I do, yes.

18 Q. Now, the new grievance coordinator that was
19 appointed as of October 25th of 2019, would that be
20 Elizabeth Lopez who was there when you began working at
21 Trousdale?

22 A. I'm not sure. I can only assume. Like I
23 said, my employment in this role began the following
24 month in November. So I'm not sure if maybe there was
25 someone else in that role and then it changed again

1 within a 30-day time. But when I arrived in November,
2 that's the individual that I recall holding that
3 position.

4 Q. Well, as the author of this report and having
5 an understanding of what corrective action is, do you
6 see that one of CoreCivic's corrective actions is
7 removing the grievance coordinator, who was Elizabeth
8 Lopez's predecessor?

9 MR. AUMANN: Objection, form. You can go
10 ahead.

11 MR. WELBORN: Same objection.

12 BY MS. MAPLES:

13 Q. Go ahead.

14 A. Okay. What I see is not -- in my
15 understanding, it's not that CoreCivic removed anybody
16 from a role. It's just saying that, for whatever
17 reason, that person is no longer in that role. And that
18 could be due to a termination, reassignment, and
19 generally, that's the most common reasons that somebody
20 gets removed from a position.

21 Now, there are instances, obviously, where
22 that person was just underperforming. I'm not sure,
23 that's -- when it comes to staff performance, that's not
24 something that the contract monitor is a participant in
25 investigating or guiding at the facility.

1 This particular paragraph says that the staff
2 member responsible is no longer assigned to this
3 position. What does that mean? It just means that the
4 person that was assigned to that role is not assigned to
5 that role as the corrective action plan has been written
6 on this report.

7 Q. Well, I mean, the first sentence of the
8 paragraph we've been discussing says as of September
9 29th, 2019, the staff member responsible for this
10 finding is no longer assigned to the grievance
11 coordinator position.

12 A. Yes.

13 Q. Doesn't it seem like that sentence means that
14 the grievance coordinator who caused the noncompliance
15 you've noted in this NCR was removed as part of the
16 corrective action?

17 MR. AUMANN: Objection, form.

18 THE WITNESS: No, ma'am, that would not be my
19 interpretation.

20 BY MS. MAPLES:

21 Q. So when you wrote this, you didn't ask why
22 that person who was grievance coordinator and
23 responsible for this finding was removed or reassigned?

24 A. No, ma'am.

25 Q. Why not?

1 A. That would not be in my scope of
2 responsibility. Facility writes a corrective action
3 plan. Again, it's the contract monitor's position to
4 ensure that the corrective action plan written is
5 working. When it comes to staff assignment,
6 disciplinary, things of that nature, that's not a matter
7 that the Tennessee Department of Corrections is involved
8 in.

9 Q. Do you see that the last paragraph under the
10 corrective action plan kind of header states: Beginning
11 December 10th of 2019, the respective assistant warden
12 will conduct a weekly review of all grievances to
13 monitor compliance. This review will continue until
14 compliance for three months. Any noncompliance will be
15 reported to the warden and will result in formal
16 disciplinary action?

17 A. I do, yes, ma'am.

18 Q. Do you know if the respective assistant
19 warden conducted weekly reviews of all grievances to
20 monitor compliance?

21 A. Yes.

22 Q. And did they?

23 A. They did.

24 Q. Did you review those weekly reviews?

25 A. I did not.

1 Q. How do you know that they were conducted?

2 A. Because conversations with the staff at the
3 facility and with the compliance managers, as part of
4 their corrective action plan, they reported that they
5 were being conducted.

6 Q. Did you ever see any documentation for that?

7 A. No, ma'am.

8 Q. Did you ever request any?

9 A. No, ma'am.

10 Q. Why not?

11 A. Again, the corrective action plan is a
12 statement by the facility of what they're going to do to
13 improve the monitor's finding. When we go and we
14 revisit and we review this item for the next monitoring
15 period, that's our follow-up. That's our point to say,
16 you know, this area was a finding during the last
17 quarter or during the last biannual audit. Show me
18 where this process is at this point in time. And that
19 would be our follow-up item whenever we do the next
20 audit.

21 So I guess the short story is we do not
22 participate in the facility's corrective action plan.
23 What we do is review it to ensure that during our next
24 audit, if it continues to be a finding, we continue
25 documenting that it's noncompliant.

1 Q. Did you review any of the noncompliance that
2 would be reported to the warden if it occurred according
3 to the last sentence in this paragraph?

4 MR. AUMANN: Objection, form.

5 THE WITNESS: Did I -- can you say that one
6 more time, ma'am.

7 BY MS. MAPLES:

8 Q. The last sentence of this paragraph states:
9 Any noncompliance will be reported to the warden and
10 will result in formal disciplinary action. What I'm
11 asking is, did you review any noncompliance that might
12 have been reported to the warden during this time
13 period?

14 A. I would have to defer to the NCR for the next
15 monitoring period.

16 Q. Okay, let's go to that one.

17 A. Ms. Janna, if you would, can you go back up
18 to that one?

19 Q. Sure.

20 A. And what we will be looking for -- do you see
21 where it says Noncompliant Item No. 2?

22 Q. Yes.

23 A. The corrective action plan above it applies
24 to Noncompliant Item No. 1. If you can scroll up to
25 that bold font?

1 Q. Uh-huh.

2 A. Noncompliant Item No. 1, it's not there on my
3 screen yet. Noncompliant Item No. 1 is going to be
4 grievance Item No. 1. So when we look at the next
5 quarter, that would be what we're looking for, grievance
6 Item No. 1 as a finding for the next monitoring period.

7 Q. Okay, gotcha. Thank you.

8 A. Yes, ma'am.

9 Q. Okay, so we're scrolling down now to the next
10 NCR. This one is dated August 4th of 2020. Do you see
11 that?

12 A. Yes, ma'am.

13 Q. And do you see that, as you've just pointed
14 out, Noncompliant Item 1 has a bolded red in parenthesis
15 word there that states repeat; do you see that?

16 A. I do.

17 Q. What do you take that to mean?

18 A. That the deficiency remains. The
19 noncompliant -- or the cap from the previous finding was
20 not effective.

21 Q. And can you read what the noncompliance issue
22 is there right above the table?

23 A. There were 10 instances out of 20 grievances
24 reviewed that were determined to be noncompliant.

25 Q. And then you've written equals 50 percent

1 compliance there, do you see that?

2 A. I do, yeah.

3 Q. Was that your way of emphasizing the severity
4 of the noncompliance here?

5 A. It is, yes, ma'am.

6 Q. And can you describe what we've got in the
7 table below that?

8 A. The inmate's assigned TDOC identification
9 number; the grievance number assigned to the inmate's
10 grievance; the date that the responses were due; the
11 date that the actual responses occurred and the areas in
12 which of the grievance applied to, along with the
13 contract monitor's finding specific to that inmate
14 grievance.

15 Q. Okay, and if we, again, look down under that
16 table, do you see that there's a bolded header reading
17 prior documentation of noncompliance?

18 A. Yes, ma'am.

19 Q. And do you see that liquidated damages
20 letters were sent on April 16th of 2019 for January 31st
21 of 2019, and September 18th of 2019 for May 31st of
22 2019, and June 3rd of 2020 for January 31st of 2020?

23 A. I do.

24 Q. Okay. And if we look under that, this is
25 what you were referring to earlier, I think. Is this

1 the corrective action for grievance Item No. 1?

2 A. This is a repeat clause. When an item is a
3 consistent repeat finding deficiency, the facility is
4 then asked to provide a detailed explanation on how
5 their new plan of corrective action is going to be
6 different from their corrective action plan from the
7 previous findings. So what we see here is the facility
8 detailing their process and how -- whether or not that
9 process has been implemented at the time of their
10 reporting. And essentially, it's the -- the new CAP.
11 It's the beginning of a new CAP response, corrective
12 action response.

13 Q. So No. 1 under this more detailed explanation
14 of previous corrective action, do you see that No. 1
15 states provide an explanation as to what was the
16 corrective action taken previously for this item?

17 A. I do, uh-huh.

18 Q. Do you see that underneath there is an
19 explanation of a new grievance procedure that was
20 implemented in June of 2019 before you arrived?

21 A. Yes, ma'am.

22 Q. And do you see that under No. 3, which states
23 what were the reasons the previous corrective action
24 failed, it states the previous grievance coordinator
25 failed to ensure that the supervisor's response was

1 received and entered in a timely manner?

2 A. I do.

3 Q. And did you write that?

4 A. No, ma'am. That's the facility's response.

5 Q. Okay. And when they're referring to the
6 previous grievance coordinator, are they referring to
7 that individual who was in charge before you arrived?

8 A. I am to assume. I'm not sure.

9 Q. Well, would you assume that in answer to No.
10 3, they're not talking about Elizabeth Lopez?

11 A. That would be a good assumption, yes.

12 Q. Okay. Do you see that No. 4, if we scroll
13 down to the next page, says: How will the upcoming plan
14 of corrective action be different and ensure the action
15 is truly corrected?

16 A. Uh-huh.

17 Q. Do you see that underneath the facility has
18 written appointment of a new grievance coordinator?

19 A. I do.

20 Q. Do you interpret that as the facility saying
21 that the old grievance coordinator was part of the
22 problem?

23 A. It --

24 MR. AUMANN: Objection to form.

25 THE WITNESS: I'm sorry?

1 MR. AUMANN: I just said objection to form.

2 You can go ahead and answer.

3 THE WITNESS: Yes, sir. I believe the
4 interpretation could assume that, but I would have to
5 add that that's not always commonly the purpose there.
6 And I say that, you had referenced a Lybrunca Cockrill.
7 If that was the person that held this position prior to
8 Ms. Lopez, Ms. Cockrill was promoted. And again, it's
9 not in my purview to determine, you know, disciplinary
10 matters of staff here at the CoreCivic facility. You
11 know, those are HR matters that we do not review. I
12 just wanted to add that.

13 BY MS. MAPLES:

14 Q. Well, I mean, No. 4 says: How will the
15 upcoming plan of corrective action be different and
16 ensure the action is truly corrected?

17 A. Uh-huh.

18 Q. And the facility has responded: Appointment
19 of a new grievance coordinator.

20 A. Correct.

21 Q. Doesn't it sound like to you the facility is
22 saying that the appointment of the new grievance
23 coordinator is going to make the new plan of corrective
24 action successful?

25 A. That -- yes, that is their plan, in that

1 statement.

2 Q. Okay. Now underneath that, do you see that
3 you've got a new plan of corrective action in response
4 to this specific NCR?

5 A. Yes, ma'am.

6 Q. And do you recall this plan of corrective
7 action that was initiated in the summer of 2020?

8 A. I believe I do, yes, ma'am.

9 Q. And do you see that instead of weekly reports
10 to the respective assistant warden, now there are daily
11 grievance reports of noncompliance to a supervisor and
12 the assistant warden?

13 A. Yes, ma'am.

14 Q. Okay, now we're scrolling down to the
15 noncompliance report dated February 1st of 2021. Do you
16 see that?

17 A. I do.

18 Q. And do you see noncompliance Item 1 is again
19 repeated?

20 A. I do, uh-huh.

21 Q. And what does that mean?

22 A. That means that the deficiency remains and
23 has been documented previously within this annual
24 monitoring period.

25 Q. And it also says that out of your review of

1 the 20 inmate grievance samples, you found 8 to be
2 noncompliant?

3 A. Yes, ma'am.

4 Q. And do you see that this time you have put
5 the corrective action plan portion in red?

6 A. Yes, ma'am.

7 Q. And you've written: Due to this item
8 repeating noncompliance, please provide an in-depth
9 explanation for the following in addition to providing a
10 new plan of corrective action?

11 A. I do.

12 Q. So here, again, you're going through what the
13 facility did in response to the August of 2020
14 noncompliance report, right?

15 A. Yes, ma'am.

16 Q. And you're assessing whether or not they
17 successfully implemented that corrective action plan?

18 MR. AUMANN: Objection to form.

19 THE WITNESS: Actually, that is their
20 response. The bulletin numbers is the questions
21 presented by -- that was included by myself on behalf of
22 TDOC. Everything in blue is their response to those
23 questions.

24 BY MS. MAPLES:

25 Q. Okay, so CoreCivic itself is stating whether

1 or not it complied with its own corrective action plan;
2 is that right?

3 A. That is correct, yes.

4 Q. And do you see that Item 2 asks was the
5 corrective action actually implemented, and CoreCivic
6 answers partially?

7 A. Correct, yes.

8 Q. And do you see that No. 3 asks what were the
9 reasons the previous corrective action failed, and
10 CoreCivic has answered lack of follow-up by supervisory
11 staff to ensure the response was provided to the
12 grievance coordinator on time?

13 A. I do, yes.

14 Q. And do you remember this?

15 A. I do.

16 Q. And did you have discussions with anyone at
17 CoreCivic about this corrective action plan?

18 A. I believe I discussed that with the quality
19 manager.

20 Q. Who is the quality manager?

21 A. Currently it is Terry Carter and Kari Kaiser.

22 Q. Can you say that second name again.

23 A. Kari, K-A-R-I, Kaiser, K-A-I-S-E-R.

24 Q. What did the quality managers have to say
25 about this continued noncompliance and the corrective

1 action plan?

2 A. I don't specifically recall. Any repeat
3 findings is communicated to the quality team. And
4 they're part of the facility's corrective action plan
5 for ensuring that improvement is achieved. So to say
6 specifically what somebody said, I'm just not sure. But
7 we --

8 Q. Have you had conversations --

9 A. Go ahead.

10 Q. Go ahead.

11 A. That's okay.

12 Q. Have you had conversations with other TDOC
13 employees concerning the grievance process noncompliance
14 at Trousdale?

15 A. No, ma'am.

16 Q. Well, have you had conversations with Carolyn
17 Jordan, the TDOC director of contract monitoring?

18 A. Yes, that's my supervision.

19 Q. Okay, and what have you discussed with her
20 about this noncompliance concerning the grievance
21 process?

22 A. Exactly what is in the noncompliance report.
23 That's about the extent of our discussions surrounding
24 the finding. Ms. Jordan, as the monitoring director,
25 she reviews the contract monitor's reports for accuracy

1 and formatting to ensure that all of the information is
2 included that should be. But as far as actually
3 discussing the finding, there's not a lot of dialogue
4 surrounding that.

5 What we report is what we observe, and the
6 contract monitoring director just ensures that
7 everything is formatted in the proper format. If there
8 is anything that she feels should be modified, she'll do
9 that prior to issuing the formal report to the
10 contractor. Did I answer your question?

11 Q. Yes. I guess I am still a little confused,
12 though. So this is a biannual report. And you've
13 conducted quarterly reviews, but we only have 20 inmate
14 grievance's listed here. Why is that?

15 A. Because that's what the instrument specifies.

16 Q. Well, I guess what I'm asking is that if
17 you're doing quarterly reviews, shouldn't there be 40?

18 A. At the end of the day, the finding still
19 remains. And that's what we're documenting.

20 Q. No, I understand that. I am asking why, if
21 you are doing quarterly reviews and you look at 20
22 inmate grievances each time, shouldn't there be 40
23 listed?

24 A. And I think that's where that I am not being
25 clear on my response. We have biannual instruments and

1 then we have quarterly instruments. The grievance at
2 this time was a biannual instrument. And that's the
3 reason you're seeing them being issued on a biannual
4 basis.

5 Now, since then, they've been moved to a
6 quarterly instrument. And it's still something that we
7 review as part of our quarterly review. But now it's
8 something that -- you're right, there should be 40, you
9 know, to your response. But you know, given these
10 reports, you know, what we do is we just take what is on
11 the instrument and that's what we report out. So we
12 could put 40 on there, but ultimately what we're saying
13 is the finding remains.

14 Q. So we've just looked at four noncompliance
15 reports dated January 31st of 2020, August 4th of 2020
16 and February 1st of 2021. And is it fair to say that
17 CoreCivic was not in compliance with TDOC grievance
18 procedure during any of those time periods reflected in
19 those reports?

20 MR. AUMANN: Objection, form.

21 THE WITNESS: Yes, ma'am.

22 BY MS. MAPLES:

23 Q. And is it fair to say that since you've been
24 at Trousdale, CoreCivic has never been in compliance
25 with the grievance procedure?

1 MR. WELBORN: Objection to the form.

2 MR. AUMANN: Same objection, form.

3 BY MS. MAPLES:

4 Q. Go ahead.

5 A. That would be correct, yes.

6 MS. MAPLES: Do you all want to take a quick
7 break?

8 MR. AUMANN: Sure.

9 MS. MAPLES: Okay, great. Let's take five,
10 ten minutes.

11 THE WITNESS: Just so I know, is that five or
12 ten? And I don't mean to be facetious, I just --

13 MS. MAPLES: Let's say 10.

14 (Recess observed.)

15 BY MS. MAPLES:

16 Q. Mr. Walton, do you remember earlier this
17 morning we discussed the TDOC inmate grievance policy?

18 A. Yes, ma'am.

19 Q. And I think you said that while you're
20 perhaps not an expert on it, you are familiar with it?

21 A. I am.

22 MS. MAPLES: Everyone, I've just put Exhibit
23 3 to the deposition in the chat. And I'm about to put
24 it on the screen.

25 (Exhibit 3 was marked.)

1 BY MS. MAPLES:

2 Q. Do you see that in front of you? You have a
3 document with a policy No. 501.01?

4 A. I do.

5 Q. And do you see that the subject is inmate
6 grievance procedures?

7 A. Yes, ma'am.

8 Q. And if we scroll down here, do you see that
9 Section 6N states: Each institution will submit an
10 annual evaluation of the grievance procedures as
11 outlined in the handbook TDOC inmate grievance
12 procedures. Staff preparing these reports may review
13 actual grievances?

14 A. Yes, ma'am.

15 Q. Now, when it says each institution will
16 submit, is it referring to Trousdale?

17 A. That would be, yes.

18 Q. Has Trousdale submitted an annual evaluation
19 of the grievance procedures?

20 A. I'm certain they have, yes.

21 Q. That's not something that you created for
22 Trousdale, it's something that CoreCivic created for
23 Trousdale?

24 A. The latter, correct.

25 Q. Did you review the annual evaluation?

1 A. Not in its entirety, no.

2 Q. Did you review a portion of it?

3 A. I did, yes.

4 Q. For what purpose did you review a portion of
5 that annual evaluation?

6 A. To identify that they were compliant and that
7 they had a process in place, a grievance handbook in
8 place.

9 Q. Are you familiar with the contract for
10 Trousdale Turner Correctional Facility?

11 A. I am.

12 Q. Is it safe to say you've read it?

13 A. No, I'm not that qualified.

14 Q. But you've seen it before?

15 A. Yes. Now, did you say read it or wrote it?

16 Q. Read it.

17 A. Read, yes. I thought you said did I write
18 it. I've read the contract.

19 Q. No, I was asking if you've read it?

20 A. Yes.

21 Q. Okay. Do you see that exhibit -- the
22 document that will be Exhibit 4 to your deposition on
23 the screen is the contract for the Trousdale facility?

24 A. It appears to be, yes.

25 MS. MAPLES: And I just placed this document

1 in the chat for everyone. It should load shortly.

2 (Exhibit 4 was marked.)

3 BY MS. MAPLES:

4 Q. Mr. Walton, do you see that the document you
5 have in front of you begins with the Bates stamp CCI
6 000933?

7 A. I do.

8 Q. I'm going to scroll all of the way to the
9 end. And do you see that the document ends with the
10 Bates stamp CCI 001018?

11 A. I don't see that.

12 Q. At the bottom, bottom right-hand corner.

13 A. I see 7/3/2014 -- oh, there it is.

14 Q. Okay, so I'm going to scroll back down for
15 you just to confirm. Do you see that the bottom states
16 1018?

17 A. You said at the bottom?

18 Q. Yeah, bottom right-hand corner.

19 A. No, I don't see that. I see a date in the
20 bottom right corner. I see -- if you scroll up.

21 Q. Let me zoom out.

22 A. I'm not sure what I see at this point,
23 everything just got very tiny.

24 Q. Sorry, let's see what I can do about that.

25 A. I see at the bottom of the page --

1 Q. How about now?

2 A. There it is, yes. It's underneath the
3 7/3/14.

4 Q. Okay, and you see that it says CCI 001018?

5 A. Yes, ma'am.

6 Q. Now, is it your understanding that this
7 contract sets forth the requirements that CoreCivic has
8 to adhere to while managing Trousdale?

9 MR. AUMANN: Objection, form.

10 THE WITNESS: Yes.

11 BY MS. MAPLES:

12 Q. And does this set forth the standards for the
13 Trousdale facility?

14 A. Yes.

15 Q. Let's scroll almost all of the way back up.
16 Do you see that on Page 3, there is a header titled
17 contract monitoring?

18 A. Yes.

19 Q. Do you see that the second paragraph says:
20 The State shall develop reporting requirements for
21 Trousdale County that shall include, but not be limited
22 to, weekly, monthly, and/or quarterly reports on the
23 following subjects, and then there's a series of items
24 listed after that?

25 A. Yes, ma'am.

1 MR. AUMANN: Janna, could you just give the
2 Bates stamp number for that page, please.

3 MS. MAPLES: Sure. This is Page 3, Bates
4 stamp CCI 000936.

5 MR. AUMANN: Thank you.

6 BY MS. MAPLES:

7 Q. Are you familiar with the State's reporting
8 requirements for Trousdale County?

9 A. Yes.

10 Q. Who is the recipient for these required
11 reports?

12 A. TDOC central office.

13 Q. So you don't receive reports from Trousdale
14 County?

15 A. No, ma'am.

16 Q. Do you receive reports prepared by CoreCivic
17 pursuant to this requirement?

18 A. Yes, ma'am.

19 Q. And which of these reports that are listed
20 here did you receive?

21 A. Staffing, turnover and vacancies, staff
22 training, inmate grievances.

23 Q. Are there any others?

24 A. Not that they deliver directly, no. A lot of
25 that is through our TOMIS system or through the --

1 Q. What is the OMS system?

2 A. TOMIS.

3 Q. You said the OMS system or, and then I think
4 I cut you off. What were you going to say?

5 A. The comp stat report. The monthly comp stat.

6 Q. Can you repeat the name of that report again
7 or maybe spell it or something, I can't quite understand
8 you.

9 A. Yes, ma'am. It's C-O-M-P, as in Paul,
10 S-T-A-T. Comp stat.

11 Q. Does comp stat stand for something?

12 A. Not that I am aware.

13 Q. What kind of information is in the monthly
14 comp stat report?

15 A. It includes a breakdown by number of the
16 disciplinary reports, the grievances, health care
17 totals, transfers. And I'm not sure what all else.
18 It's an overview of the facility operations for the
19 month.

20 Q. Are all of those monthly comp stat reports
21 stored somewhere?

22 A. Yes.

23 Q. Are they all, you know, clearly marked and
24 identified in the system they're stored in?

25 A. Yes.

1 Q. Are they easy to locate?

2 A. They are.

3 Q. What is the name of the system where they're
4 stored?

5 A. Well, I have them on file on a hard drive on
6 my personal laptop.

7 Q. If you had to grab them all since November of
8 2019, how long would it take you?

9 A. I would just need to get approval from TDOC.
10 And I could have them the same day.

11 Q. You mentioned some other reports that you
12 receive independent of the monthly comp stat report. I
13 think you said staffing turnover and vacancies, staff
14 training and inmate grievances; is that right?

15 A. Staff turnover and vacancies. And I'm sorry,
16 that does say employee grievances. I do not receive
17 employee grievances. Staff training is kept on site.
18 We can review those at any time, but that's not in the
19 form of a report that's provided on a routine basis.

20 Q. So you don't receive staffing reports from
21 Trousdale?

22 A. I receive a staffing report, not staffing
23 training.

24 Q. I am sorry, I think I may have misunderstood.
25 How often do you receive staffing reports from

1 Trousdale?

2 A. Monthly.

3 Q. What kind of information is contained in
4 those reports?

5 A. Position codes; position titles; employee
6 names; start dates; hire dates; days that the position
7 -- total number of days the position has been vacant.

8 Q. Is that all?

9 A. And I said hire and termination dates,
10 correct? Yes, ma'am.

11 Q. I think you said -- okay. And do you store
12 those all on your computer?

13 A. Yes, ma'am.

14 Q. Does CoreCivic maintain copies?

15 A. I would be certain of it, yes.

16 Q. Is it easy for you to identify and locate the
17 monthly staffing reports you received from CoreCivic?

18 A. Yes, ma'am.

19 Q. Are they clearly labeled in your computer?

20 A. They are.

21 Q. And if you had to grab them all for the time
22 period that you've been employed at Trousdale, how long
23 would it take you?

24 A. Same day.

25 Q. Now, you said you don't receive any kind of

1 reporting on inmate grievances; is that right?

2 A. I receive -- not on a monthly basis, no,
3 ma'am. The grievances, I receive their quarterly log
4 when I do the review.

5 Q. Where does the State maintain the reporting
6 requirements that are described in the second paragraph
7 of B1 on the page Bates stamped CCI 000936 of Exhibit 4?

8 A. Central office.

9 Q. What would those be called? Do you know?

10 A. Comp stat report.

11 Q. Now, the turnover and vacancies report, is
12 that separate than the staffing report or are they the
13 same thing?

14 A. It's the same thing.

15 Q. Do you review the turnover ratio at
16 Trousdale?

17 A. No, ma'am.

18 Q. Does anyone?

19 A. The contract monitoring director looks at the
20 vacancy percentages. I'm not certain that she looks at
21 the turnover ratio.

22 Q. When I say turnover ratio, do you know what I
23 mean?

24 A. Yes, ma'am, I believe I do.

25 Q. Okay, can you explain what that is?

1 A. The rate at which a position is vacant,
2 filled and then becomes vacant again.

3 Q. Is there a certain level of -- strike that.
4 Is there a turnover ratio that is considered
5 unacceptable by TDOC?

6 A. Not that I am aware.

7 Q. Just a second. I am going to scroll down to
8 Page 24. This page is going to be Bates stamped CCI
9 000957. Do you see that we're on Page 24?

10 A. Yes, ma'am.

11 Q. Do you see that Item 2 on this page states:
12 The contractor shall maintain permanent logs in addition
13 to shift reports that record routine in emergency
14 situations?

15 A. Yes, ma'am.

16 Q. Are you familiar with shift reports?

17 A. No, ma'am.

18 Q. How about these logs of routine in emergency
19 situations?

20 A. No, ma'am. The only thing that --

21 Q. Okay, do you --

22 A. The only thing that would involve me of what
23 I review is the daily shift rosters that has that
24 information on it.

25 Q. What is a daily shift roster?

1 A. It outlines where each individual staff
2 member worked to include any emergencies that arise and
3 staff that had to be posted due to those emergencies.

4 Q. Why did you review those?

5 A. For critical post closures.

6 Q. Do you see that Item 6 on this page states:
7 The contractor shall prepare and submit to the contract
8 liaison such reports as are required by the State.
9 Unless otherwise notified in writing by the contract
10 liaison, these reports include the following, which must
11 be submitted on a monthly basis. And then there's a
12 series of reports listed underneath, A through G.

13 A. Yes, ma'am.

14 Q. Now, it says contract liaison. Is it your
15 understanding that the contract liaison and contract
16 monitor are the same thing?

17 A. Yes, ma'am.

18 Q. Do you receive any of the reports that are
19 listed here under A through G?

20 A. Yes, ma'am. Those are also in the comp stat
21 report.

22 Q. These are all in the comp stat report?

23 A. Yes, ma'am.

24 Q. What is a post order?

25 A. I'm sorry?

1 Q. What is a post order?

2 A. A post order is a general set of guidelines
3 for a security position within a facility.

4 Q. Do you review post orders?

5 A. I review that post orders are available for
6 that post.

7 Q. I'm going to scroll down to Page 28. This is
8 Bates stamped CCI 000961. Do you see that?

9 A. No, ma'am. I do see page --

10 Q. How about now?

11 A. Yes.

12 Q. Do you see that there is a header, Section A4
13 titled staffing, slash, employees?

14 A. Yes.

15 Q. Does it set forth the requirements for
16 staffing at Trousdale?

17 MR. AUMANN: Objection, form. You can go
18 ahead and answer.

19 THE WITNESS: Can you repeat the question.

20 BY MS. MAPLES:

21 Q. Does section A4 on Page 28 and then
22 continuing to the following pages set forth the
23 requirements for staffing and employees at Trousdale?

24 MR. AUMANN: Same objection, form. You can
25 go ahead and answer.

1 THE WITNESS: No.

2 BY MS. MAPLES:

3 Q. What does Section A4 give us?

4 A. A4 appears to be a set of definitions for
5 each of those bullet items, what is to be considered
6 personnel, what is to be considered executive officer,
7 and what is to be considered an independent contractor.

8 Q. Well, I mean, let's look at the second
9 sentence of Section C. It says: All vacancies shall be
10 filled in 45 days, provided, however, that during the
11 period of any vacancy, the services associated with that
12 position shall be provided by contractor. And then the
13 sentence goes on. But does that supply a requirement
14 for the staffing at Trousdale County -- or excuse me,
15 Trousdale facility?

16 A. That's a requirement for meeting the
17 contractual obligations of the total staffing pattern.

18 Q. Do see that the last sentence of that
19 paragraph titled personnel states: The contractor's
20 staff turnover ratio for security personnel shall not
21 exceed 50 percent annually as of each June 30?

22 A. I do.

23 Q. And do you recall a moment ago you testified
24 that you didn't monitor the turnover ratio at Trousdale?

25 A. Yes, ma'am.

1 Q. If you had to guess, would you -- strike
2 that. Based on your review of staffing at Trousdale,
3 does the turnover ratio for security personnel exceed 50
4 percent at Trousdale?

5 MR. AUMANN: Objection, form.

6 MR. WELBORN: Same objection.

7 THE WITNESS: I really don't know.

8 BY MS. MAPLES:

9 Q. It's certainly possible that it does, though;
10 would you agree to that?

11 MR. AUMANN: Objection, form.

12 MR. WELBORN: Same objection.

13 THE WITNESS: I'm going to say no, I don't
14 think that's possible. I don't think it's 50 percent.

15 BY MS. MAPLES:

16 Q. If we scroll up to Page 27, this page has a
17 Bates stamp CCI 000960. Do you see that?

18 A. 960, yes.

19 Q. Do you see that section NN is titled
20 volunteer services?

21 A. Yes, ma'am.

22 Q. Do you see that it states in the -- let's
23 see, second sentence: At a minimum, the contractor
24 shall provide for supervision and monitoring of the
25 program and security background checks for volunteer

1 applicants. And then the next sentence, contractor
2 shall establish and maintain a local volunteer advisory
3 board.

4 A. Yes, ma'am.

5 Q. Does Trousdale have a local volunteer
6 advisory board?

7 A. Not that I am aware.

8 Q. Have you ever asked why there is not a local
9 volunteer advisory board?

10 MR. WELBORN: Object to the form.

11 THE WITNESS: No, ma'am. And it could be a
12 verbiage barrier also. It could be referred to as
13 something different here. But I don't know of anything
14 called that.

15 BY MS. MAPLES:

16 Q. Do you know of anything that, you know, might
17 perform the same function as a local volunteer advisory
18 board?

19 MR. AUMANN: Objection, form.

20 THE WITNESS: No, ma'am, I do not.

21 BY MS. MAPLES:

22 Q. Does Trousdale have volunteers?

23 A. They do, yes, ma'am.

24 Q. Are you involved with volunteers at all?

25 A. We, as a contract monitor, review the

1 background checks and determine whether or not an
2 individual can be cleared to come onto the property as a
3 volunteer.

4 Q. Is that all?

5 A. That's all.

6 Q. Are you in any way involved with Trousdale
7 staff complaints?

8 A. No, ma'am.

9 Q. Do you know if CoreCivic has a policy or
10 procedure to handle staff complaints at Trousdale?

11 A. Not that I am involved in, no.

12 Q. I'm not asking if you're involved in it. I'm
13 just asking if you know whether or not they have one?

14 A. I know they have a human resource program.

15 Q. Is it your understanding that the human
16 resource program handles staff complaints at Trousdale?

17 A. Yes, ma'am.

18 Q. I'm going to scroll up to Page 20 of the
19 contract. This page has the Bates stamp CCI 000953. Do
20 you see that?

21 A. I do now, yes.

22 Q. Do you see that on this page, Item N is
23 titled religious services?

24 A. Yes.

25 Q. And do you see that it states: Contractor

1 will designate adequate staff, volunteers and space
2 within the facility for religious services and provide
3 religious programs and religious services in compliance
4 with departmental policy?

5 A. Yes.

6 Q. Are you involved in tracking, monitoring or
7 overseeing Trousdale's treatment of religious services?

8 A. No.

9 Q. Are you involved in determining whether or
10 not Trousdale has designated adequate staff, volunteers
11 and space for religious services?

12 A. No.

13 Q. Are you involved with anything at Trousdale
14 concerning religion?

15 A. No, ma'am.

16 Q. Do you oversee or monitor employees, like the
17 chaplain, for instance, who might be involved with
18 religion?

19 A. Do I monitor or oversee the chaplains, was
20 that the question?

21 Q. Yes.

22 A. No, ma'am.

23 Q. Does the contract monitor of operations
24 oversee Trousdale concerning religious services or
25 religious staffing or anything of that nature?

1 A. No, ma'am. The only thing that we, as a
2 contract monitor, do with religious services is review
3 the background checks. For the chaplains, that would be
4 the criminal background histories, background reports,
5 because they are staff assigned to the facility. And
6 the volunteers, we approve or deny their entry into the
7 institution.

8 Q. Do you ever review incident reports as
9 contract monitor of Trousdale?

10 A. Yes, ma'am.

11 Q. For what purposes do you review those
12 reports?

13 A. For accuracy. To ensure that if it was a
14 Class A incident, that it was reported to the contract
15 monitors. And that if need be, that it was reported to
16 the central communications center.

17 Q. What is a Class A incident?

18 A. Class A incident is what TDOC designates as a
19 serious incident at a facility that could seriously
20 impact the security of the institution, or if it's
21 outside the normal operations of the prison.

22 Q. So is it fair to say that you don't do
23 anything to monitor Class B or Class C incidents?

24 A. No, that is correct.

25 Q. Okay, what do you do to monitor Class B and

1 Class C and so on and so forth incidents?

2 A. We just review to ensure correct entry has
3 been submitted into our TOMIS system.

4 Q. So explain to me how the treatment for Class
5 A incidents is different than the treatment of the lower
6 classifications of incidents.

7 A. So what will happen during a Class A event is
8 that the contract says that the contract monitor has to
9 be notified within an hour of occurrence of a Class A
10 incident and also that the central communication center
11 has to be notified of the event. That is not a
12 requirement for Class B or C related matters. Also a --

13 Q. How often is Class A --

14 A. And also a TOMIS incident has to be entered
15 by the end of shift.

16 Q. Why is it important that these procedures be
17 followed and that this documentation be created?

18 A. To ensure if there is any emergent
19 notification or, basically, because that's the
20 commissioner's directive. You know, if there's any
21 emergency at the facility or any security breach, that's
22 something that TDOC wants to know about first and
23 foremost.

24 Q. Well, is that because it's important for TDOC
25 to have oversight of what is going on at Trousdale?

1 A. Absolutely. And that would be for any
2 prison.

3 Q. How often do Class A incidents occur at
4 Trousdale?

5 A. I want to say no more routinely than any
6 other facility. Class A incidents are matters that do
7 occur. To speak to the frequency, I'm really not sure.
8 We could go a day or two without any, then we could have
9 a day where we have five. It just -- it really varies.

10 Q. But you're notified every time there is one;
11 is that right?

12 A. Or the contract monitor of operations.
13 Primarily, it's going to be him. And in his absence or
14 whenever they're not able to contact the operations
15 monitor, then they'll contact me.

16 Q. Can you give some examples of what
17 constitutes a Class A incident?

18 A. If there is an inmate assault, a staff
19 assault, a death. If an inmate has to be transported
20 off the property. Anything that might be considered a
21 breach of security and use of force -- or rather,
22 chemical use of force, let me clarify.

23 Q. Do you know how many deaths there have been
24 at Trousdale since you have been there?

25 A. Since I've been here, I would have to defer

1 to my notes. I do have a file of those.

2 Q. Do you keep that file on your computer or in
3 your office?

4 A. On my computer.

5 Q. What is it called in your computer?

6 A. Deceased inmates.

7 Q. And it's just your notes on the various
8 deaths?

9 A. It's the -- it's a CR 2592 is the injury
10 report that was documented by the medical team.

11 Q. Does Trousdale have any pending unexplained
12 deaths or deaths for which it has not yet determined a
13 cause right now?

14 A. I am not sure. That's not something that I
15 would even have knowledge about.

16 Q. So you're not involved in overseeing
17 Trousdale's investigation into inmate deaths?

18 A. No, ma'am.

19 Q. Is the contract monitor of operations
20 involved in that?

21 A. I believe he is.

22 Q. Do you know how many homicides there have
23 been at Trousdale since you've been there?

24 A. I do not, no.

25 Q. Has there been more than one?

1 A. I'm not sure. And again, you know, the
2 definition of homicide is anything other than natural
3 and not a suicide. The final outcome on the death
4 certificate would outline anything or cause of death.
5 And I just don't have access to those and that's not
6 something that I monitor.

7 Q. How long did you prepare for your deposition
8 today?

9 A. How long did I prepare today?

10 Q. How long did you prepare, I'm assuming in
11 advance of today, for your deposition today?

12 A. I had a phone call last week. I don't recall
13 exactly what day that was. I want to say it was last
14 Tuesday, March the 30th, that was maybe an hour.

15 Q. And who was the phone call with?

16 A. It was with Mr. Aumann and Ms. Nikki -- I
17 apologize, I am not sure if I know how to pronounce her
18 last name. It starts with an H.

19 Q. Those were the only attorneys on that call?

20 A. Yes, ma'am.

21 Q. We've talked a lot this morning about
22 noncompliance reports. Is that the same thing as a
23 contract deficiency report or a CDR?

24 A. I'm not sure. I've never heard of a CDR.

25 Q. Did you do anything other than the phone call

1 with Thomas Aumann and Nikki Hashemian to prepare for
2 your deposition today?

3 A. No, ma'am.

4 Q. Okay, I'm going to put another document on
5 the screen. It will be Exhibit 5 to the deposition.
6 For convenience, since we're on Zoom, this is going to
7 be another collective exhibit of a series of documents,
8 okay? So we'll just walk through that. Just to be
9 clear, so that we all understand, we're talking about
10 multiple documents that have been put together, okay?

11 A. Yes.

12 (Exhibit 5 was marked.)

13 BY MS. MAPLES:

14 Q. Okay, do you see the document you have in
15 front of you is Bates stamped at the top left-hand
16 corner TDOC 002291?

17 A. Yes.

18 MS. POLLY: Hey, Janna, can you make that
19 available in the chat, please?

20 MS. MAPLES: Yes, I was doing that as we
21 speak. It's just going to take me a sec.

22 BY MS. MAPLES:

23 Q. Okay, do you see that this first document is
24 dated December 31st, 2019?

25 A. Yes.

1 Q. And were you involved in preparing this
2 report?

3 A. Yes.

4 Q. Is this another noncompliance report?

5 A. Yes.

6 Q. Do you see that the first sentence of it
7 states: A review of staffing rosters and staff
8 vacancies took place for the period of October 1st, 2019
9 to October 31st, 2019?

10 A. Yes.

11 Q. Do you see that it states noncompliance Item
12 1?

13 A. Yes.

14 Q. And can you explain what noncompliance Item 1
15 is here in this report?

16 A. Noncompliance Item 1 covers staffing. Item
17 2B, which is an essential finding and also a repeat from
18 previous reporting periods. The instrument directs the
19 auditor to review and ensure that the daily shift
20 rosters for all shifts are reviewed to ensure that all
21 critical posts are staffed as required by contract.

22 Q. And when you applied staffing instrument 2B,
23 what noncompliance issue did you find for October of
24 2019?

25 A. That there were eight days in the month of

1 October that reflected 24 critical posts were not filled
2 on time or the position was left vacant during the
3 shift.

4 Q. And the table below that paragraph you've
5 just cited, does it describe the specific shifts that
6 were found to be vacant?

7 A. To include the date and the time of the
8 vacancy, yes.

9 Q. And do you see here in red there is a note
10 that states: Per the monitoring instrument for
11 staffing, Item 2B has been determined to be an essential
12 monitoring item, which may result in a notification of
13 breach?

14 A. Yes.

15 Q. What is an essential monitoring item?

16 A. An essential monitoring item is any
17 monitoring item that is required to be a hundred
18 percent. If there is one deficiency, then it gets
19 documented as a noncompliance.

20 Q. That's sort of a strict standard. Is that
21 because that monitoring item is particularly important?

22 MR. AUMANN: Objection, form. You can go
23 ahead.

24 THE WITNESS: That's a security sensitive
25 item, yes.

1 BY MS. MAPLES:

2 Q. And when you say security sensitive item,
3 what does that mean?

4 A. And item -- an area of audit that requires a
5 hundred percent compliance.

6 Q. Well, I think that's a little circular. I
7 guess what I'm asking is what does security sensitive
8 mean?

9 A. It's what the department of corrections
10 determines to be something that they cannot give any
11 leniency toward. So if it's --

12 Q. I guess what I'm asking is an even simpler
13 question. It's just -- does security sensitive mean
14 something that could impact the security of the prison?

15 A. Yes.

16 Q. Okay. Do you see on the next page, it
17 states: Prior documentation of noncompliance?

18 A. Yes.

19 Q. And here, did you just go back and track
20 whether there was noncompliance for the previous six
21 months before you drafted this report?

22 A. Are we speaking to the prior documentation
23 portion?

24 Q. Yes.

25 A. Yes.

1 Q. So it's fair to say that before you issued
2 this report, CoreCivic had been consistently
3 noncompliant?

4 A. Yes.

5 MR. AUMANN: Objection, form. You can go
6 ahead.

7 THE WITNESS: Yes.

8 BY MS. MAPLES:

9 Q. And then as we discussed earlier, your report
10 contains a kind of summary of the previous corrective
11 actions that CoreCivic had taken at Trousdale?

12 A. The portion of the NCR that I'm looking at
13 right now is the contractor's response.

14 Q. Okay. So it says -- you're right: Response
15 of contractor slash corrective action taken. So it's
16 both, right?

17 A. Yes, ma'am.

18 Q. Okay. So if we will scroll down, it looks
19 like there is a bunch of dates here. Is it fair to say
20 that beside the date, there's sort of an explanation by
21 CoreCivic as to what occurred each time there was a
22 deficiency in this report; is that right?

23 A. Yes.

24 Q. And then if we scroll down to the next page,
25 in the paragraph beginning with in January 2019, does

1 CoreCivic there describe the corrective action that is
2 taken?

3 A. Yes.

4 Q. And if we scroll down to noncompliance Item
5 2, it notes that the monitoring instrument is staffing
6 6B. How is that different than staffing 2B?

7 A. So staffing 6B is a complete different item
8 that we're reviewing for compliance. And on this
9 particular line item, we're looking to determine that
10 one, that the staffing report was received on or before
11 the 15th day of each month. So if it was received on
12 the 16th day or any day thereafter, that could
13 constitute a finding.

14 The next part of this item says that the
15 warden submits a report to the liaison providing the
16 name of each employee who separated service with reason,
17 whether it be voluntary or involuntary, to include the
18 separation date and the position that was vacated.

19 So on this particular finding, in the month
20 of October, the total number of employment actions that
21 resulted in a vacancy on this report, the following
22 position, the vacant position number does not appear on
23 the monthly staffing report for the month of October.

24 Q. So it sounds like what you're saying is that
25 there was just a -- almost an oversight and someone

1 forgot to put in the number?

2 A. Correct.

3 Q. So staffing 6B isn't as important as staffing
4 2B; is that right?

5 A. That would be correct.

6 MR. AUMANN: Objection, form.

7 MR. WELBORN: Objection.

8 THE WITNESS: And if you notice, this
9 particular item is not considered to be an essential
10 finding.

11 BY MS. MAPLES:

12 Q. Okay. Now, if we scroll down to
13 noncompliance Item 3, the applicable monitoring
14 instrument Staffing 9. It is essential, right?

15 A. Yes.

16 Q. And what is staffing monitoring Instrument 9?

17 A. That all vacant positions are filled within
18 45 days of the date in which it became vacant.

19 Q. And here in October of 2019, CoreCivic was
20 noncompliant again; is that right?

21 A. Yes, ma'am.

22 Q. And can you describe the noncompliance?

23 A. In the month of October, there were 43
24 positions that exceeded a 45-day vacancy.

25 Q. Is that a lot? I mean 43 --

1 MR. AUMANN: Objection, form.

2 MR. WELBORN: Same objection.

3 THE WITNESS: I think at this time, it was
4 probably average for the monitoring period.

5 BY MS. MAPLES:

6 Q. What monitoring period?

7 A. For that quarter. So we're looking at
8 October 2019. I'm going to say fourth quarter 2019.

9 Q. So when you say average for that monitoring
10 period, you mean average for CoreCivic at Trousdale?

11 A. Yes.

12 Q. I am going to continue to scroll down. Do
13 you see that on this page, which I'm going to show you
14 the Bates number is TDOC 002298, at the bottom, the last
15 sentence on the page reads: In October 2019, the
16 facility authorized 7,676.34 hours of overtime. Do you
17 see that?

18 A. Yes.

19 Q. Do you consider that to be a lot of overtime?

20 MR. AUMANN: Objection, form.

21 MR. WELBORN: Same objection.

22 THE WITNESS: I really don't have an opinion
23 one way or the other. I believe that that number is
24 subjective and it would probably need to be reviewed in
25 light of other staffing reports during that monitoring

1 period.

2 You know, again, one of the things I want to
3 draw attention to is that the contractor's response is
4 not particularly something that, as a contract monitor,
5 we do, other than just continue to monitor that
6 instrument item. The corrective action plan is a
7 process that the facility takes to correct the
8 deficiency and that's something that is theirs and of
9 their own.

10 Q. Well, is there anyone at CoreCivic -- excuse
11 me, strike that. Is there anyone at TDOC who doesn't
12 just look at the process, as you do, but actually looks
13 at these things in the aggregate?

14 A. Yes.

15 Q. Who is that person?

16 A. That would be my boss, which is Carolyn
17 Jordan. My direct supervisor, I guess would be a more
18 professional way to say that. Ms. Carolyn Jordan and
19 the inspector general's office, Mr. Kelly Young.

20 Q. How often do you have conversations with
21 Carolyn Jordan about staffing at Trousdale?

22 A. Routinely.

23 Q. Once a day?

24 A. I'm going to say perhaps bimonthly.

25 Q. How long are those conversations typically?

1 A. I'm not sure.

2 Q. Has Carolyn Jordan ever expressed concern
3 about the staffing at Trousdale?

4 A. Not particularly. Her concern is to ensure
5 that we're documenting any noncompliance that we
6 identify.

7 Q. So she's never said anything to indicate
8 displeasure with the way that Trousdale is staffed?

9 A. Not to me, no.

10 Q. What has she said to you about the staffing
11 at Trousdale?

12 A. To continue to monitor and document all of
13 the staffing discrepancies that we identify. We did
14 talk in great detail around this period about ensuring
15 that all of our documentation was accurate and complete,
16 because we -- that's our role. That's, you know, as a
17 contract monitor of compliance, to ensure that we have
18 complete and accurate reporting. And that's been her
19 primary focus.

20 Q. Have you found that CoreCivic staffing
21 reporting for Trousdale has been accurate and complete?

22 A. That it has been or has not been?

23 Q. Well, I'm asking which one?

24 A. That's what I'm asking, what was your
25 question?

1 Q. Have you found CoreCivic's staffing
2 documentation to be complete and accurate, or incomplete
3 and inaccurate?

4 A. Incomplete --

5 MR. AUMANN: Objection, form.

6 MR. WELBORN: Same objection.

7 BY MS. MAPLES:

8 Q. Can you say that again?

9 A. Incomplete and inaccurate. Hence, the
10 previous finding on this NCR report.

11 Q. And has that been true for the entire time
12 you've been at Trousdale?

13 A. For the majority part, yes.

14 Q. If we scroll down to the document with the
15 Bates stamp TDOC 002281, do you see that this is another
16 noncompliance report concerning staffing dated December
17 31st, 2019 for the month of November 2019?

18 A. Yes.

19 Q. Do you see that staffing monitoring
20 instrument 2B is once again noncompliant?

21 A. Yes.

22 Q. And this time, there were 14 days in the
23 month of November for which critical posts were unfilled
24 or left vacant; is that right?

25 A. Yes.

1 Q. If we go down to noncompliance No. 2, do you
2 see that monitoring instrument staff for staffing 6B was
3 found to be noncompliant again in the warden's monthly
4 staffing report?

5 A. Yes.

6 Q. And who was the warden at this time?

7 A. I believe that would be Warden Washburn.

8 Q. And here we've got Noncompliant Item 3, it's
9 staffing monitoring Instrument 8. Can you explain what
10 that is?

11 A. Yes, ma'am. Staffing Item 8. Again, this
12 goes back to speak to the complete and accuracy of the
13 reporting method. Copies of the staffing report was
14 obtained for the previous month and compared to the
15 month that it was being reported in to identify whether
16 or not the list of employees had been hired and
17 terminated are accurately documented over that time
18 frame.

19 And what we see is that this position became
20 vacant, treatment counselor position became vacant on
21 August the 30th, 2019, but was not listed on the
22 September or October vacancy reports. The position is
23 then listed as having been filled on a monthly staffing
24 report for November. So basically, what happened there
25 is they filled a position that was never reported to be

1 **vacant.**

2 **Q.** Do you see at the bottom of the page that
3 **monitoring instrument Staffing 9 is again noncompliant**
4 **for the month of November 2019?**

5 **A.** Yes.

6 **Q.** And that's because they had certain unfilled
7 **positions that had been vacant for more than 45 days?**

8 **A.** Yes.

9 **Q.** And if we scroll down to the page Bates
10 **stamped TDOC 002288, do you see that the last sentence**
11 **again calculates the number of hours of overtime worked**
12 **in November of 2019?**

13 **A.** Yes.

14 **Q.** Do you see the number of hours there is
15 **6,103.33?**

16 **A.** Yes.

17 **Q.** Do you see that the next document with Bates
18 **stamp TDOC 001432 is the monthly staffing report**
19 **covering December of 2019?**

20 **A.** Yes.

21 **Q.** Do you see that monitoring instrument
22 **staffing 2B is again noncompliant?**

23 **A.** Yes.

24 **Q.** Do you see that Noncompliant Item 2 is
25 **monitoring instrument 6A?**

1 A. Yes.

2 Q. 6A is a new one. What is it?

3 A. To determine that on or before the fifth day
4 of the -- of each month that the facility submits a
5 report providing the names of those that are hired to
6 include the position and the date that they were hired.
7 So what we see here is that during this monitoring
8 period, there were two separate reports that the
9 facility provided the contract monitor to review to meet
10 the standard. On one of those reports, it indicated
11 that 34 employees were hired. But on the secondary
12 report, it indicated that 36 employees were hired. So
13 those two reports were not consistent with one another.
14 They were not accurate and consistent.

15 Q. So again, you are getting reporting from the
16 facility that is incomplete and inaccurate, right?

17 A. Yes.

18 Q. If we scroll down to Noncompliant Item No. 3,
19 do you see that Staffing Item 9 is, again, noncompliant?

20 A. Yes.

21 Q. And do you see that, again, CoreCivic has
22 noted the amount of overtime that was worked in this
23 report?

24 A. Yes.

25 Q. And do you see that it's 6,810.34 hours of

1 overtime?

2 A. Yes.

3 Q. Do you see that on the document with the
4 Bates stamp TDOC 001441 dated February 26th of 2020 and
5 covering January of 2020, item staffing 2B is again
6 noncompliant?

7 A. Yes.

8 Q. And can you explain the noncompliance issue
9 in January of 2020?

10 A. In January, there were 19 days wherein 16
11 critical posts were not filled on time or were left
12 vacant.

13 Q. Was Warden Washburn still there at this time?

14 A. Yes.

15 Q. Did you try to work with him on staffing?

16 MR. AUMANN: Objection to form.

17 THE WITNESS: No. That would be outside the
18 scope of my responsibility.

19 BY MS. MAPLES:

20 Q. Does anyone at TDOC have that responsibility?

21 A. No, that's the contractor's responsibility.

22 Q. Did you ever provide an evaluation of any
23 kind, verbal or written, to anyone at TDOC concerning
24 Warden Washburn's performance?

25 A. No.

1 Q. Were you ever asked your opinion about how
2 Warden Washburn was doing at Trousdale by anyone at
3 TDOC?

4 A. No.

5 Q. Did anybody at TDOC ever express an opinion
6 to you about Warden Washburn's job performance at
7 Trousdale?

8 A. Not that I recall, no.

9 Q. If we continue to scroll down, do you see
10 that Noncompliant Item 2 is Staffing 7?

11 A. I'm sorry?

12 Q. Do you see that under noncompliant --

13 A. Staffing 7?

14 Q. Yes, Staffing 7.

15 A. Yes.

16 Q. And is this another instance of incomplete
17 and inaccurate reporting by CoreCivic?

18 MR. AUMANN: Objection, form.

19 THE WITNESS: Yes, ma'am.

20 BY MS. MAPLES:

21 Q. Same thing with Noncompliant Item 3, which is
22 Monitoring Instrument Staffing 8. Is this another
23 example of incomplete and inaccurate reporting by
24 CoreCivic for January 2020?

25 A. Yes, ma'am.

1 Q. And noncompliant Item 4, do you see that
2 again it's Staffing Monitoring Instrument No. 9?

3 A. Yes.

4 Q. So various vacant positions are unfilled for
5 45 days?

6 A. Correct.

7 Q. And moving to the next monthly report, we've
8 got TDOC 001794 dated September 25th of 2015 and
9 covering February of 2020. Do you see that?

10 A. Yes.

11 Q. Do you see Staffing Item 2B is again
12 noncompliant for February of 2020?

13 A. Yes.

14 Q. Now, why is the February 2020 report being
15 issued in September?

16 A. We were working with the facility at the time
17 to help improve their reporting method. As you have
18 noticed, there was a lot of data entry errors that was
19 contributing to a lot of these findings. The dates were
20 off, the numbers were wrong. There was just
21 inconsistent reporting from month to month.

22 So this was a period of time that the
23 contract monitoring director and the contract monitors
24 at the CoreCivic facilities were working in tandem to
25 try to identify best practice in a way to try and

1 improve the reporting standard. So that, in turn,
2 created a delay in the issuance of the NCR.

3 Q. Okay, so you're saying that from February
4 1st, 2020, through September of 2020, you were not
5 submitting monthly staffing noncompliance reports,
6 right?

7 A. Wrong. I was submitting them on a monthly
8 basis. My supervisor takes those reports and she
9 reviews them. And again, we were working with the
10 facility for an extended period of time. And then when
11 she submitted the report in what you see in front of
12 you, that was the amount of time that had lapsed. So I
13 report out on a monthly basis.

14 Q. I see.

15 A. Yeah. And then my supervisor is the one that
16 submits these reports formally.

17 Q. So I guess that means we should probably look
18 at who these reports are being submitted to, because I
19 don't think we've covered that. Is it your
20 understanding that these reports are going to the
21 Trousdale County attorney?

22 A. Yes.

23 Q. And for what purpose?

24 A. Because the Tennessee Department of
25 Corrections is contracted with Trousdale County, who in

1 turn contracts with CoreCivic.

2 Q. Well, I guess the question is, are they being
3 submitted so that Trousdale County can determine whether
4 they're going to assess damages?

5 MR. AUMANN: Objection to form. You can go
6 ahead.

7 THE WITNESS: They're being submitted so that
8 the contractor can have an opportunity to identify the
9 discrepancies that the monitor has observed, provide a
10 defense, which may result in a redaction of that finding
11 or could result in a liquidated damage assessment if the
12 Tennessee Department of Corrections determines that the
13 corrective action plan is not sufficient.

14 BY MS. MAPLES:

15 Q. So it seems like from February 1st of 2020
16 until September 25th of 2020, you all had held off on
17 sending these reports to the Trousdale County attorney
18 because you were trying to work with CoreCivic on their
19 data entry and reporting, right?

20 A. That's correct, yes.

21 Q. So in September of 2020, did you all just
22 give up?

23 A. No, ma'am.

24 MS. POLLY: Objection.

25 THE WITNESS: We continued.

1 MR. AUMANN: Objection to form.

2 BY MS. MAPLES:

3 Q. You all decided that you would start sending
4 them to the attorney again?

5 A. No, ma'am. They've always gone to the
6 attorney.

7 Q. Well, but they've typically gone to the
8 attorney in a more timely fashion, right?

9 A. You are correct.

10 Q. Okay, so we've already talked about Staffing
11 Item 2B for February of 2020 that was noncompliant. If
12 we scroll down, do you see Noncompliant Item 2 is
13 Staffing Monitoring Instrument No. 8?

14 A. Yes.

15 Q. And that's an incomplete and inaccurate
16 reporting noncompliant item again, right?

17 A. Yes.

18 Q. And then Noncompliant Item No. 3 for this
19 month is Staffing Item 9 again, which is vacant
20 positions staying vacant for more than 45 days, right?

21 A. Yes.

22 Q. And you said that the fact that these certain
23 staffing items are designated as essential means that
24 TDOC requires a hundred percent compliance.

25 A. Yes.

1 Q. Is that right?

2 A. Yes, ma'am.

3 Q. Is it safe to say that on the Staffing Items
4 2B and 9, CoreCivic is nowhere close to a hundred
5 percent?

6 MR. AUMANN: Objection, form.

7 BY MS. MAPLES:

8 Q. You can answer.

9 A. Yes, correct.

10 Q. We're going to keep scrolling to the next
11 month, March 2020, also submitted to the attorney on
12 September 25th of 2020. And the Bates stamp in the top
13 left-hand corner is TDOC 001760. Do you see that?

14 A. Yes.

15 Q. Do you see that noncompliance Item 1 is again
16 Staffing Item 2B?

17 A. No.

18 Q. Oh, apologies. Do you see that noncompliance
19 Item 1 is Staffing Item 2B again?

20 A. Yes.

21 Q. And do you see that under noncompliance
22 issues, you have highlighted the words reflective 96
23 critical posts?

24 A. Yes.

25 Q. Why did you highlight that?

1 MR. AUMANN: Objection to form.

2 THE WITNESS: I would have to refer back to
3 my notes, but I believe that that was an indication of a
4 an uptick.

5 BY MS. MAPLES:

6 Q. Right, because having 25 days of the month
7 which the shift roster's reflected 96 critical posts
8 unfilled or left vacant would seem particularly
9 egregious, right?

10 MR. WELBORN: Objection to form.

11 MR. AUMANN: Objection to form.

12 THE WITNESS: Based on previous months of
13 reporting, that indicated an increase.

14 BY MS. MAPLES:

15 Q. I'm going to scroll down to the document with
16 the Bates stamp at the top TDOC 001769. And do you see
17 that noncompliance Item 2, Staffing Item 8, is repeated
18 here?

19 A. Yes, ma'am.

20 Q. And that means the hiring and firing report
21 submitted by the warden was wrong again?

22 MR. AUMANN: Objection to form.

23 THE WITNESS: Correct.

24 BY MS. MAPLES:

25 Q. If we go to the next page, do you see that

1 noncompliance Item 3 is again Staffing Item 9?

2 A. Yes.

3 Q. So from March 2020, you've been doing these
4 covering a period of six months; is that fair?

5 A. Make sure I understood the question. By
6 March the 20th, correct, I had covered an approximate
7 six-month period of staffing reports.

8 Q. Because just now, we've taken quite a bit of
9 time to go through October of 2019 through March of
10 2020, right?

11 A. Yes, ma'am.

12 Q. And is it fair to say that for that entire
13 six-month period, your first six months at Trousdale,
14 CoreCivic was noncompliant on Staffing Item 2B and
15 noncompliant on Staffing Item 9?

16 A. Yes.

17 Q. And during that six month period of time,
18 CoreCivic was also noncompliant on various monitoring
19 instruments concerning complete and accurate reporting;
20 is that fair?

21 MR. WELBORN: Object to form.

22 MR. AUMANN: Same objection.

23 THE WITNESS: Yes.

24 BY MS. MAPLES:

25 Q. And when I say various monitoring instrument

1 items, I'm referring to Numbers 8, 6A and 6B; is that
2 fair?

3 A. Yes.

4 Q. Okay, let's keep going. Do you see on your
5 screen that we're looking at a document with the Bates
6 stamp at the top left-hand corner TDOC 001775?

7 A. Yes.

8 Q. And do you see that this is the staffing
9 report for April of 2020?

10 A. Yes.

11 Q. Do you see that 2B is again noncompliant?

12 A. Yes.

13 Q. Now, do you recall that in March of 2020, you
14 highlighted the number of critical posts that were left
15 unfilled, which you characterized as an uptick at a rate
16 of 96?

17 MR. AUMANN: Objection to form.

18 THE WITNESS: Yes.

19 BY MS. MAPLES:

20 Q. And do you see that here, the very next
21 month, the number is 180?

22 A. Yes.

23 Q. So 96 was an uptick and then the number
24 doubled for the following month?

25 A. Correct.

1 Q. Let's keep scrolling down, TDOC 1789 is this
2 report. Here we go, 1789. Do you see that non-
3 compliance 2 is Staffing Item 9 again?

4 A. Yes.

5 Q. Now, is that Warden Byrd's first month at
6 Trousdale?

7 A. I believe that was.

8 Q. Did you discuss staffing levels with Warden
9 Byrd at Trousdale when he started?

10 A. I can't recall. We did have a meeting with
11 the warden when he came onboard. And we discussed a
12 multitude of items that we had documented and seen. And
13 basically, it was an onboarding for the new warden to
14 discuss what his expectations were of us and what we
15 expected of the contract as the new person in command.
16 But to speak towards specifically to staffing, I'm sure
17 that that was mentioned, but I cannot swear that that
18 was something that was covered exclusively.

19 Q. Well, do you think you discussed with him the
20 fact that CoreCivic's reporting of staffing issues had
21 been a long-standing problem?

22 MR. AUMANN: Objection to form.

23 THE WITNESS: I'm sure we did, but I don't
24 recall.

25 BY MS. MAPLES:

1 Q. So I'm prepared to continue going all of the
2 way through all of the rest of these reports, you know,
3 to the extent that I have them. But is it fair to say
4 that CoreCivic has never been in compliance with
5 Staffing Item 2B?

6 MR. AUMANN: Objection to form.

7 MR. WELBORN: Same objection.

8 BY MS. MAPLES:

9 Q. Since you've been at the facility?

10 A. That would be fair, yes.

11 Q. Is it fair to say that CoreCivic has never
12 been in compliance with Staffing Item 9 since you have
13 been at CoreCivic?

14 MR. AUMANN: Objection to form.

15 THE WITNESS: Yes.

16 MS. MAPLES: Do you all want to take a break?

17 THE WITNESS: Sure, I could use one.

18 MS. MAPLES: Yeah, since we've been going
19 over an hour.

20 MR. WELBORN: I need to take a break from
21 noon to 12:30. Janna, do you have any feel for how much
22 more time you've got? I'm not trying to limit you.

23 MS. MAPLES: No, you're fine. Let's take
24 five and then when I come back I think I will be able to
25 give you a good answer. I mean, noon to 12:30 would be

1 fine, we could just take a lunch then. That's no
2 problem with me. Let's take a break for five.

3 (Recess observed.)

4 BY MS. MAPLES:

5 Q. Mr. Walton, I'm going to return just briefly
6 to the series of documents that we've been looking at.

7 A. Okay.

8 Q. Do you see here that we are back on the April
9 2020 noncompliance report concerning staffing?

10 A. Yes.

11 Q. And have we previously discussed that in the
12 section providing CoreCivic's response and plan of
13 corrective action concerning the noncompliance report,
14 CoreCivic has previously noted the number of hours of
15 overtime worked?

16 A. Yes.

17 Q. And would you also agree that they have noted
18 the amounts that they have paid to cover that overtime?

19 A. Yes.

20 Q. Do you see that if we go down to the page
21 that is Bates stamped TDOC 001792, for April 2020, it
22 states that the facility authorized 6,957.25 hours of
23 overtime for a total cost of \$179,705.77?

24 A. Yes.

25 Q. So almost \$180,000 spent on overtime in April

1 of 2020?

2 A. Yes.

3 Q. At Trousdale, is overtime sometimes used to
4 cover those vacant, unfilled positions?

5 A. Yes.

6 Q. If we scroll back up for the same report to
7 TDOC 001789 and we look at Noncompliance Item 2,
8 Staffing Item 9, do you see that in your description of
9 noncompliant issue, you write: At the conclusion of the
10 month of April, there were a total of 118 vacant
11 positions at Trousdale, 81 of those positions exceeded
12 45 days?

13 A. I do.

14 Q. Now, the overtime is costing \$180,000 and
15 there are 118 vacant positions. Could CoreCivic fill
16 118 vacant positions with \$180,000?

17 MR. AUMANN: Objection to form.

18 MR. WELBORN: Object to the form.

19 THE WITNESS: I'm not sure. I don't know.

20 BY MS. MAPLES:

21 Q. Well, guess. I mean, could you pay 118
22 people at the facility for \$180,000?

23 MR. AUMANN: Objection to form.

24 MR. WELBORN: Same objection.

25 THE WITNESS: I have no clue.

1 BY MS. MAPLES:

2 Q. You really don't have a clue at all?

3 A. No, ma'am.

4 MR. AUMANN: Objection to form.

5 THE WITNESS: You have to take salary into
6 consideration and that's outside the scope of my duties.

7 BY MS. MAPLES:

8 Q. Well, I mean, let's say we've got -- well,
9 how much do you make?

10 A. How much do I make?

11 Q. Yeah.

12 MR. AUMANN: Objection to form.

13 THE WITNESS: You want my annual or my
14 hourly?

15 MS. MAPLES: Annual.

16 THE WITNESS: \$53,200, I believe. Not a lot.

17 BY MS. MAPLES:

18 Q. Do you think it's cheaper for CoreCivic to
19 pay overtime than to hire people to fill vacant
20 positions?

21 MR. AUMANN: Objection to form.

22 MR. WELBORN: Object to the form.

23 THE WITNESS: Do I think it's cheaper?

24 MS. MAPLES: Yes.

25 THE WITNESS: I'm going to say no, in my

1 opinion. I don't think paying overtime would be
2 cheaper, no.

3 BY MS. MAPLES:

4 Q. What is that based on, because you just said
5 you didn't know anything about salary?

6 A. Well, you wanted my opinion.

7 Q. Okay, well, what is it based on?

8 A. That's just my opinion. I'm sorry?

9 Q. What is it based on?

10 A. Well, if you look at working somebody
11 overtime to fill a vacant position, then you're not
12 meeting the contractual obligation set forth by the
13 contract. So I think, in my opinion, any time that you
14 are not showing compliance with your customer, that is
15 more costly. So I don't think that you would be coming
16 out ahead by paying overtime because you are not
17 compliant with your customer's expectation. Just my
18 opinion.

19 Q. And there's the liquidated damages?

20 A. Yes.

21 MS. MAPLES: I am going to put another
22 document on the screen. And I am also going to drop
23 that into the chat feature.

24 (Exhibit 6 was marked.)

25 BY MS. MAPLES:

1 Q. Mr. Byrd, do you see that in front of you is
2 a document with the Bates stamp -- excuse me, strike
3 that. Mr. Walton, do you see that in front of you is a
4 document with the Bates stamp TDOC 003537?

5 A. Yes.

6 Q. And it's dated August 3rd of 2020 with the
7 subject TTCC compliance audit final summary. Do you see
8 that?

9 A. Yes.

10 Q. Now, I see that you didn't author this
11 document; is that right?

12 A. Correct.

13 Q. Are you familiar with compliance audits at
14 Trousdale?

15 A. Yes.

16 Q. And in what way are you familiar with them?

17 A. A lot of the audit items bleed over into what
18 we monitor on a quarterly and a biannual period. I'm
19 also familiar from having tenure with the department of
20 corrections to know what their expectations are.

21 Q. Okay. And are you familiar with this
22 particular compliance audit that is going to be an
23 exhibit to your deposition?

24 A. No, ma'am. I'm not.

25 Q. Is it your understanding that Trousdale has

1 been meeting TDOC's expectations as they are monitored
2 in these compliance audits?

3 MR. AUMANN: Objection to form.

4 THE WITNESS: I'd have to defer back to the
5 NCR reports. Other than what is documented in the NCR
6 reports, I would say that they are meeting the
7 expectation of the department.

8 BY MS. MAPLES:

9 Q. Other than the noncompliance report?

10 A. Correct, that's what I -- yeah. I thought I
11 had said that. Other than what's documented in the
12 noncompliance reports, I would say that CoreCivic is
13 meeting the expectations of the department.

14 Q. Well, I mean, that sounds a little bit
15 circular. I guess what I'm trying to figure out is what
16 is your understanding of whether CoreCivic is meeting
17 TDOC's expectations at Trousdale in the aggregate, not
18 on an itemized list?

19 MR. AUMANN: Objection to form.

20 MR. WELBORN: Object to the form.

21 THE WITNESS: I'm going to say that's
22 probably not my position to speak on behalf of the
23 department. You know, my position at this facility is
24 to document any noncompliance findings. It's obvious
25 that there are some areas that need improvement based on

1 the noncompliance reports that we've reviewed. And
2 that's all that I feel that I've got the authority to
3 speak on.

4 BY MS. MAPLES:

5 Q. Well, so you're not here to speak on what you
6 think is within your authority, you are here to speak on
7 what you have knowledge of. So I guess what I'm asking
8 is do you have any knowledge of what the department's
9 position is?

10 A. No, I don't.

11 Q. Who is John Fisher?

12 A. He is the correctional administrator.

13 Q. What does he do?

14 A. He oversees all of the CoreCivic facilities
15 from an operations side of the house.

16 Q. We've used that term a number of times,
17 operations. What does that mean in the corrections
18 context?

19 A. Operations is the physical day-to-day
20 activity of each facility. So if we're looking at the
21 operations, we're looking at everything from how things
22 are done to implementation. I guess in layman's terms
23 it would just be day-to-day activity.

24 Q. Would the contract monitor of operations
25 spend more time walking around the facility and

1 interacting with inmates than you do as contract monitor
2 of compliance?

3 A. Routinely, I would say yes.

4 Q. You mentioned that these audits sometimes
5 spill over into areas that you cover in your
6 noncompliance report, right?

7 A. Yes, ma'am.

8 Q. Is one of those areas the grievance process?

9 A. Yes, ma'am.

10 Q. And do you see if we keep scrolling here,
11 that this compliance audit indicated a problem with
12 grievances?

13 A. Yes.

14 Q. And do you see underneath Item 5 concerning
15 grievances in this document, there is a corrective
16 action plan?

17 A. Yes, ma'am.

18 Q. Can you describe in a little bit more detail
19 what your role is concerning corrective action plans of
20 the facility?

21 A. My role in corrective action plan is to
22 document and review.

23 Q. So you don't suggest any particular course of
24 action?

25 A. No, not in the corrective action plan.

1 Q. You don't conduct meetings with the relevant
2 CoreCivic staff to check in and see how those corrective
3 action plans are proceeding?

4 A. No, ma'am, I do not.

5 Q. Is that something that you would be permitted
6 to do if you chose to do it?

7 A. Probably not.

8 Q. Why not?

9 A. My position at the facility is to identify
10 and document the error, not correct the error on behalf
11 of the contractor.

12 Q. Why not? Is that in your job description
13 that you can't do anything else?

14 A. No, ma'am, it's not. It's just not in my job
15 description to do it. You know, ultimately -- and I may
16 be speaking out of turn and I apologize. You know, the
17 Tennessee Department of Corrections has contracted with
18 a company to provide a service. The expectation is that
19 they will provide that service. If I do anything that
20 interferes with that action, then I could be held
21 liable.

22 MS. MAPLES: I'm going to put another
23 document on your screen. Mr. Walton, again, this is a
24 collective exhibit which I'll represent to you contains
25 three different quarterly audits of some kind.

1 (Exhibit 7 was marked.)

2 BY MS. MAPLES:

3 Q. I am going to let you describe what kind
4 we're talking about. Do you see that the first document
5 is Bates stamped TDOC 003709?

6 A. Yes, ma'am.

7 Q. What is this document that we're looking at?

8 A. That is a noncompliance report of formal
9 findings on behalf of the clinical services audit.

10 Q. Okay, explain what a clinic services audit
11 is.

12 A. A group of clinicians will come on site and
13 they will do, within a specified amount of time, to
14 review the facility on their clinical standards and
15 outcomes what I would do on a day-to-day basis. But the
16 only thing that they look at are inmate health charts
17 and documents that surround the clinical services
18 provided at the facility.

19 Q. So this is dated February 12th of 2020 and it
20 seems to be covering the third quarter of 2019; is that
21 right?

22 A. Yes, ma'am.

23 Q. So this is the first one that you were a part
24 of or involved in after you arrived at Trousdale?

25 A. Yes, ma'am.

1 Q. And this is a noncompliance report, so is it
2 fair to say Trousdale was found to be noncompliant
3 concerning its clinical services?

4 A. Yes, ma'am.

5 MR. AUMANN: Objection to form.

6 MR. WELBORN: Same objection.

7 BY MS. MAPLES:

8 Q. Are some of the noncompliance items within
9 this audit report for the third quarter of 2019
10 essential items?

11 A. I would have to review the NCR to identify
12 that.

13 Q. Okay, well, let's scroll down. Do you see
14 that noncompliance Item 1 is Behavioral Health Item 6
15 and it's noted as essential?

16 A. Yes, ma'am.

17 Q. Do you see that Noncompliant Item 2 is
18 Behavioral Health Item 7 and it's also indicated as
19 essential?

20 A. Yes, ma'am.

21 Q. And do you see that Noncompliant Item 3 is
22 also -- or it's Behavioral Health Item 8 and is also
23 listed as essential?

24 A. Yes, ma'am.

25 Q. Let's scroll down to the page Bates stamped

1 TDOC 003793, which is dated October 22nd, 2020. Do you
2 see this?

3 A. Yes.

4 Q. Does this cover the first quarter of 2020?

5 A. Yes.

6 Q. And so this is the second time period -- or
7 is this the third time period -- excuse me, third time
8 period you're monitoring as contract monitor?

9 A. At the time of this NCR, is that the
10 question?

11 Q. Yes.

12 A. I think it would be the second.

13 Q. Okay, so there wasn't a fourth quarter of
14 2019 done?

15 A. Not that we reviewed at this point that I
16 recall having seen.

17 Q. So this is the second one, then?

18 A. Yeah.

19 Q. And again, is it fair to say that CoreCivic
20 was noncompliant?

21 MR. AUMANN: Objection to form.

22 THE WITNESS: Yes.

23 BY MS. MAPLES:

24 Q. And if we scroll down, is it fair to say that
25 CoreCivic was noncompliant on clinical services

1 considered essential?

2 A. I'm sorry, you broke up.

3 Q. If we look at Noncompliance Item 1 covering
4 Behavioral Health Item 7, do you see that it's
5 designated as essential?

6 A. Yes.

7 Q. And do you see the same thing is true of
8 Noncompliant Item 2 covering Behavioral Health Item No.
9 9?

10 A. Yes.

11 Q. Do you see that Noncompliant Item 3
12 concerning Behavioral Health Item 12 is also considered
13 essential?

14 A. Yes.

15 Q. Do you see that the next document in this
16 collective exhibit has a Bates stamp at the top listed
17 as TDOC 003825?

18 A. Yes.

19 Q. Do you see that it's dated February 2nd of
20 2021?

21 A. Yes.

22 Q. And if we look at audit scope, it seems to
23 cover the second and third quarters of 2020; is that
24 right?

25 A. Yes.

1 Q. And this is the third noncompliance audit
2 you've handled concerning clinic services?

3 MR. AUMANN: Objection to form.

4 THE WITNESS: Yes.

5 BY MS. MAPLES:

6 Q. And again, CoreCivic is noncompliant?

7 MR. AUMANN: Same objection, form.

8 THE WITNESS: Yes.

9 BY MS. MAPLES:

10 Q. And if we go down to Compliance No. 1
11 covering Behavioral Health Item 7, that's an essential
12 item?

13 A. Yes.

14 Q. And noncompliance Item 2, Behavioral Health
15 Item No. 8 is also essential and noncompliant?

16 A. Yes.

17 Q. Are these the only three clinical services
18 noncompliant reports you have been a part of since
19 November of 2019?

20 A. To my knowledge.

21 Q. Is it fair to say that for the entire period
22 that you've been at Trousdale, CoreCivic has not been in
23 compliance with its clinical services requirement?

24 MR. AUMANN: Objection to form.

25 MR. WELBORN: Same objection.

1 THE WITNESS: I really can't say. There are
2 some areas where they are noncompliant, but to say that
3 they're noncompliant as a department, I can't agree to
4 that.

5 BY MS. MAPLES:

6 Q. Well, Mr. Walton, you testified that the
7 definition of an essential requirement is that you have
8 to be either 100 percent compliant or you're not
9 compliant, right?

10 A. For an essential finding. So if we look at
11 that on a item-by-item basis, Item 8, yeah, they failed
12 that Item 8 standard, but that doesn't mean they failed
13 every standard there was.

14 Q. Okay, well, is it fair to say that for the
15 entire time you've been an employee with an office
16 located at Trousdale, CoreCivic has failed multiple
17 essential requirements concerning clinical services?

18 A. That would be fair, yes.

19 MS. MAPLES: I'm going to put another
20 document in the chat as well.

21 (Exhibit 8 was marked.)

22 BY MS. MAPLES:

23 Q. Mr. Walton, I will represent to you that this
24 is another collection of similar reports beginning with
25 the Bates stamp TDOC 002260. Do you see that?

1 A. I do.

2 Q. Do you see that the first report here is
3 dated December 31st of 2019?

4 A. Yes.

5 Q. And what is this document?

6 A. It's a noncompliance report for failure to
7 meet the records and report standard.

8 Q. Now, what does it mean by records and report?

9 A. Records and report is a monitoring instrument
10 that the contract monitor utilizes to determine whether
11 or not the contractor is compliant based on the
12 standards set forth in the instrument.

13 Q. And how often do you evaluate CoreCivic using
14 the records and reports monitoring instrument?

15 A. Biannually.

16 Q. And is this first report here dated December
17 31st, 2019, the first one you handled at CoreCivic?

18 A. Yes.

19 Q. And do you see that Noncompliant Item 1 is
20 Records and Reports Item 9?

21 A. Yes.

22 Q. Do you see that, again, CoreCivic has not
23 submitted complete and accurate reports?

24 MR. AUMANN: Objection to form.

25 MR. WELBORN: Same objection.

1 THE WITNESS: Yes.

2 BY MS. MAPLES:

3 Q. Do you see that there is a second
4 noncompliant item, Records and Reports Item 5?

5 A. Yes.

6 Q. And does this state that CoreCivic has not
7 provided monthly staffing reports as required again?

8 MR. WELBORN: Object to the form.

9 MR. AUMANN: Same objection.

10 THE WITNESS: At the time of this report,
11 this noncompliance report documented that the staffing
12 reports received were not accurate. It was not that
13 they had not provided a staffing report, but they had
14 not provided accurate staffing reports.

15 BY MS. MAPLES:

16 Q. Okay, so they submitted something, it just
17 was wrong?

18 A. Yes, ma'am, and that --

19 MR. AUMANN: Objection to form.

20 BY MS. MAPLES:

21 Q. Go ahead.

22 A. And that's what the bullets detail below.

23 Q. Do you see the next document with the Bates
24 stamp TDOC 001405 is dated February 13th of 2020?

25 A. Yes.

1 Q. Do you see that it covers the audit period
2 from January through March of 2020?

3 A. Yes.

4 Q. Do you see that, again, there are
5 noncompliance items concerning records and reports?

6 A. Yes.

7 Q. We can continue going through all of these,
8 but is it fair to say that during every biannual review
9 you conducted, CoreCivic has in some way had some
10 noncompliance concerning records and reports?

11 A. I'm going to say no.

12 Q. No. Which time period were they not?

13 A. What time period are we talking about?

14 Q. The time period you've been at CoreCivic --
15 or excuse me, the time period you've been at Trousdale.
16 Mr. Walton, are you still with me?

17 A. I am. I'm going -- I'm looking.

18 Q. Okay, what are you checking?

19 A. The noncompliance that were issued to
20 CoreCivic. There were noncompliances issued on 10 -- go
21 ahead.

22 Q. Well, I mean, when you say you're looking at
23 it, do you have that in some kind of spreadsheet on your
24 computer?

25 A. I don't. I've got the e-mail saved where we

1 send the noncompliance reports to the contractor.

2 Q. You've got those all saved on your computer
3 and you're looking at them now?

4 A. Yes, ma'am.

5 MS. MAPLES: Can we make those a late-filed
6 exhibit to the deposition if you could get those to us?

7 THE WITNESS: Okay.

8 (Exhibit 9 was marked late-filed.)

9 (Off-the-record discussion.)

10 BY MS. MAPLES:

11 Q. Okay, Mr. Walton --

12 A. It appears I was wrong. That has been a
13 finding every quarter. The records and reports has had
14 a finding every quarter.

15 Q. And when you say a finding, you mean a
16 finding of noncompliance concerning records and reports?

17 A. Yes.

18 MS. MAPLES: Okay, that's all.

19 MR. WELBORN: 12:30?

20 MS. MAPLES: 12:30.

21 (Luncheon recess observed.)

22 BY MS. MAPLES:

23 Q. Mr. Walton, I'm going to put another document
24 on your screen.

25 A. Okay.

1 Q. Do you see that this is a TDOC policy given
2 the No. 205.03?

3 MR. AUMANN: Janna, you've got like a screen
4 of your files.

5 MS. MAPLES: Okay. Well, then, give me just
6 a second.

7 BY MS. MAPLES:

8 Q. Mr. Walton, do I have the right thing now?

9 A. You do, yes.

10 Q. Okay, so do you see in front of you a TDOC
11 policy with the No. 205.03?

12 A. Yes, ma'am.

13 Q. And do you see that the subject of the policy
14 is contract monitoring of privately managed facilities?

15 A. Yes, ma'am.

16 Q. And what does this policy describe?

17 A. It's a broad overview of what the contract
18 monitor's role is.

19 Q. And if we look at section Roman numeral 4E,
20 it says: Contract monitoring instrument; a document
21 used by designated TDOC and staff to measure, evaluate
22 and document contractor performance and compliance with
23 the terms of designated contracts.

24 A. Yes.

25 Q. And contract monitoring instrument, is that

1 what we've been looking at in your noncompliance report?

2 A. That's the end result. The noncompliance
3 report is the end result. The instrument is what I was
4 looking at on the wall to say what we review on a
5 quarterly and a biannual basis.

6 Q. So every time something said monitoring
7 instrument Staffing 9, that's what they're referring to,
8 a contract monitoring instrument as defined in Roman
9 numeral 4E?

10 A. Correct.

11 Q. And 4F states: Essential instrument items.
12 Actions or responsibilities of contractors indicated on
13 the contract monitoring instruments that have been
14 determined to require 100 percent compliance. Do you
15 see that?

16 A. Yes.

17 Q. And is that referring to the certain
18 essential items we've been discussing throughout your
19 deposition, like contract monitoring instrument Staffing
20 2B or Staffing 9?

21 A. Yes.

22 Q. Do you see Section 4J describes summary of
23 noncompliance report slash liquidated damage events, in
24 parenthesis SNR?

25 A. Yes, ma'am.

1 Q. What are those?

2 A. Which part?

3 Q. Well, what is a summary of noncompliance?

4 A. So the summary of noncompliance is a
5 spreadsheet pulled that the contract monitor maintains.
6 And it's basically a tracking method on those
7 noncompliance reports where you saw that the finding was
8 a repeat finding. We track those by using the SNR so
9 that we can document those on the NCR to say when that
10 finding occurred.

11 So the SNR is a tool utilized by our central
12 office team on the compliance side of the house so that
13 they can review what is going on at the facility in a
14 paraphrase narrative instead of having to look at each
15 individual noncompliance report, the NCRs, as we have
16 been doing. The liquidated damage event is separate of
17 the SNR in that the liquidated damage event is, from
18 where I sit, only pertains to staffing.

19 Q. So is it fair to say that the summary of
20 noncompliance reports are going to contain some
21 information that will eventually make it into a
22 noncompliance report, but haven't yet because you
23 haven't reached the end of the quarter or the end of the
24 biannual review period?

25 A. Pretty much the opposite. If it makes its

1 way onto an NCR, it goes on the SNR report. So when it
2 becomes an official finding, it will go on that summary
3 of noncompliance report.

4 Q. Okay. What about Section 4K, which is titled
5 weekly report of daily activities. Reports prepared by
6 the monitors detailing their weekly slash daily
7 monitoring activities. Do you prepare those?

8 A. Yes.

9 Q. Who are they submitted to?

10 A. The contract monitoring director and the
11 correctional administrator.

12 Q. Is that John Fisher and Carolyn Jordan?

13 A. Correct. And that will document like an
14 overview of our week, what we did. And when I say we,
15 I'm speaking to the contract monitor of compliance and
16 the contract monitor of operations.

17 Q. Do you ever receive feedback about what
18 you're doing or suggestions for what you might do
19 instead?

20 A. I do during my interim review process. I
21 don't on like a daily basis, if that's what you're
22 asking.

23 Q. How have your interim reviews gone? Have you
24 gotten good reviews or bad reviews?

25 A. I've gotten good reviews. I hope that

1 continues after this call.

2 Q. Congratulations.

3 A. Thank you.

4 Q. Do you see on Page 6, there is a letter F
5 titled breach of contract process?

6 A. Yes, ma'am.

7 Q. Have you ever been involved in the breach of
8 contract process?

9 A. No, ma'am.

10 Q. Has Trousdale ever been in breach of
11 contract?

12 MR. AUMANN: Objection to form.

13 MR. WELBORN: Same objection.

14 THE WITNESS: The only way that I've known
15 the facility to be in breach of contract is when they do
16 not meet their essential monitoring line items that's
17 documented in the noncompliance reports. Anything
18 beyond that, I really don't have any idea.

19 MS. MAPLES: Can we mark this as Exhibit 10?
20 (Exhibit 10 was marked.)

21 MS. MAPLES: I'm going to show you another
22 document. And I'm going to put it on the chat.

23 (Exhibit 11 was marked.)

24 BY MS. MAPLES:

25 Q. Do you see the document that is going to be

1 Exhibit 11 to your deposition?

2 A. The comptroller's audit report?

3 Q. Yes.

4 A. Yes.

5 Q. Have you seen this document before?

6 A. I have not.

7 Q. You have never reviewed the January 2020
8 comptroller's performance audit report?

9 A. No, ma'am.

10 Q. Why not?

11 A. I did not know it existed.

12 Q. So you've never heard anyone discussing it?

13 A. No, ma'am.

14 Q. You have never worked with CoreCivic to try
15 to remedy issues that might be explored in the audit
16 report?

17 A. No, ma'am.

18 MR. AUMANN: Objection to form.

19 BY MS. MAPLES:

20 Q. Is it fair to say you've never discussed the
21 report with your supervisors at TDOC?

22 A. That would be correct.

23 Q. Do you think that the performance audit
24 report dated just three months after you arrived at the
25 facility might be useful to you in performing your job

1 function?

2 MR. AUMANN: Objection to form.

3 MR. WELBORN: Object to the form.

4 THE WITNESS: No, ma'am.

5 BY MS. MAPLES:

6 Q. Why not?

7 A. I believe the information contained in that
8 report could have been informational at best, but I do
9 not work for the Tennessee comptroller's office. My
10 scope of responsibility is clearly defined through my
11 monitoring instruments. They look at a lot of different
12 things that the contract monitor does not. So they
13 really get more detailed in a lot of different areas
14 where the contract monitor, that's not our role,
15 responsibility.

16 Q. Well, how do you know if you've never seen it
17 and didn't know it existed?

18 A. I do know what the comptroller looks for. I
19 don't know -- I don't review their reports.

20 Q. So did you know that the Tennessee
21 comptroller of treasury performed an audit of TDOC
22 facilities, including those managed by CoreCivic?

23 A. Did I know that they did do those, yes. Did
24 I know when they did those, no.

25 Q. So you have an understanding of the fact that

1 these audits occurred and you have an understanding of
2 what they looked for, but you don't think any of that
3 information would be useful to you in performing your
4 job as a contract monitor of compliance; is that right?

5 A. Correct.

6 MR. AUMANN: Objection to form.

7 MR. WELBORN: Same objection.

8 BY MS. MAPLES:

9 Q. And no one at TDOC ever suggested that you
10 should read it?

11 A. No one at TDOC has ever presented this to me
12 for that suggestion.

13 MS. MAPLES: Okay, I think that's about all I
14 have. Let me check and see if there's anything else.

15 BY MS. MAPLES:

16 Q. Is Warden Byrd back at the facility today?

17 A. No, ma'am.

18 Q. Is he going to return before his reassignment
19 takes place; do you know?

20 A. I don't, no.

21 Q. Do you have an opinion as to Warden Byrd's
22 job performance?

23 A. I do not, no.

24 MS. MAPLES: Okay, that's all I have. Thank
25 you, Mr. Walton.

1 MR. WELBORN: I've got some questions.

2 EXAMINATION BY MR. WELBORN:

3 Q. Mr. Walton, my name is Joe Welborn, I
4 represent CoreCivic in this case, along with my partner,
5 Erin Polly. We spoke a little bit earlier during a
6 break. I want to get some background information on you
7 if I can.

8 A. Sure.

9 Q. Tell me where you grew up.

10 A. West Tennessee.

11 Q. What part?

12 A. A little town called Camden located in Benton
13 County.

14 Q. That's where Patsy Cline met her demise, as I
15 recall.

16 A. That is correct.

17 Q. Are you married?

18 A. I am, yes, sir.

19 Q. How long have you been married?

20 A. About nine years now. I'm married to a
21 nurse. I've got three children of my own and I've got a
22 stepdaughter. I've got four grandchildren. I'll have a
23 fifth one in July, be the first boy of the group. I
24 started my career in corrections in 1997 as a
25 correctional officer. I had a lot to learn at that

1 time, as I still do.

2 Q. You look too young to have that many
3 grandkids. How old are you?

4 A. I appreciate that. I'm sorry?

5 Q. How old are you?

6 A. I'm 43.

7 Q. Tell me about your education after high
8 school.

9 A. I didn't have any after high school. I
10 joined the military. I spent six years with the
11 Tennessee Army National Guard. I started with the
12 Tennessee Department of Corrections when I was 19. It
13 wasn't until I was age 37, I believe it was when I went
14 back to school to get my undergrad. And I got a
15 bachelor of science degree in organizational leadership
16 with a concentration in information technology from
17 Bethel University.

18 Q. What age children do you have?

19 A. I've got -- my baby is 20. And then from
20 there it goes 20, 21, 23 and a 24-year-old stepdaughter.

21 Q. And you said you have five grandchildren? Or
22 four and one on the way?

23 A. Yeah.

24 Q. You started to tell me about this, about your
25 experience in corrections. You started as a corrections

1 officers. Kind of, if you can, go through what you did
2 in corrections and where you did it.

3 A. Okay, from 1997 to 2003, I was a correctional
4 officer at the Turney Center Industrial Prison in Only,
5 Tennessee. I left in 2003 and left state service. Went
6 through a divorce at that same time. And I went to work
7 for a company called U.T.I. Logistics where I was their
8 -- it was basically a shipping and receiving logistics
9 center. And I was their -- when I left there, I was the
10 safety training and hiring manager. So I wore a lot of
11 hats in that role.

12 Q. Where did you go from there?

13 A. So that was from '03 to '09. In '09, I went
14 back to work for the state. And I was at the Riverbend
15 Maximum Security Institution.

16 Q. What did you do there?

17 A. I was an officer. Got promoted to front line
18 supervisor. I was a corporal. From that role, I became
19 field training officer. I was an adjunct academy
20 instructor, where I was really involved with the
21 training curriculum and development for Tennessee
22 Department of Corrections. And that was until 2014.

23 Q. Did you get to know the inmates -- any of the
24 inmates at Riverbend?

25 A. Absolutely.

1 Q. Ever run across a guy named Ed Zagorski?

2 A. I sure did.

3 Q. I represent him years ago in a post-
4 conviction.

5 A. Yes. Mr. Zagorski was -- him and all of the
6 guys on death row. I also served as a supervisor on the
7 death-row unit, so I knew him well.

8 Q. And where did you go from Riverbend?

9 A. I went to the private sector and went to work
10 for a company called Centurioin, which currently
11 provisions all of the medical care for the Tennessee
12 Department of Corrections. So I kind of segued over
13 into the medical side of the house from the security
14 side. And started off as a records manager, records
15 supervisor in 2014. And I stayed with them all the way
16 up until 2019. When I left, I was state-wide health
17 information manager.

18 Q. Did you go back to work for TDOC after that?

19 A. I did.

20 Q. In this role as contract monitor?

21 A. Yes, sir.

22 Q. And you've been in that role, I think, since
23 November of 2019?

24 A. That's correct.

25 Q. Of the staff at Trousdale, who did you

1 interact with the most?

2 A. The staff at Trousdale?

3 Q. Yes. Or who do you interact with the most?

4 A. Contract monitor of operations would be the
5 one that I interact the most with.

6 Q. How about the CoreCivic staff?

7 A. The quality manager.

8 Q. Who is that currently?

9 A. Kari Kaiser and Terry Carter.

10 Q. And I think you mentioned this, you have
11 occasion to interact with the warden?

12 A. Yes.

13 Q. Both Warden Byrd now and previously Warden
14 Washburn?

15 A. Correct.

16 Q. What other staff do you interact with on a
17 regular basis?

18 A. The associate wardens. And the chief of --

19 Q. Chief of security?

20 A. Yes.

21 Q. Can you describe for me your -- the type of
22 relationship, working relationship you have with them?

23 A. I believe it to be very professional. Our
24 encounters are for very specific needs. It's usually
25 because of an issue that we've identified which could

1 either result in an area of noncompliance or already has
2 resulted in the area of noncompliance.

3 Q. Are they responsive to your needs or
4 requests?

5 A. They are.

6 Q. Are they cooperative with you?

7 A. They are.

8 Q. Do you find them to be professional in how
9 they perform their jobs?

10 A. I do.

11 Q. You mentioned in your testimony earlier that
12 you interact with inmates at various times; is that
13 right?

14 A. Yes.

15 Q. Tell me about how that comes up.

16 A. When it comes to my interactions with the
17 inmates?

18 Q. Right.

19 A. That generally occurs primarily through my
20 observations while on the property. So when I'm going
21 through and I'm doing my daily walk-throughs and
22 inspections of the facility or I'm reviewing my
23 monitoring instruments, you know, all of that has to
24 occur on the compound where the inmates reside. So
25 oftentimes while I'm doing my reviews, the inmates

1 freely approach me, ask me questions, ask me if there is
2 anything that I can do to assist them with their needs.

3 And traditionally, what I try to do is direct
4 them to the appropriate department lead. If it's
5 something that they say they, well, I've already gone
6 that route and I've gotten no resolution to that, then I
7 will take their information and then I'll follow up on
8 it personally. And that's either by way of e-mail or
9 speaking to that department head in person. And
10 typically, after that point, the matter gets resolved.

11 Q. When you say -- sounds like you all are
12 getting some feedback from me, but hopefully you are
13 understanding my question. When you say you walk the
14 compound, is the compound where the prisoners are
15 located -- or inmates are located?

16 A. Yes, sir.

17 Q. You said you do that on a daily basis?

18 A. Yes, sir.

19 Q. Is that more than -- is that multiple times a
20 day?

21 A. It can be, yes.

22 Q. When you do walk the compound, are you -- is
23 it just you or do you have anybody with you?

24 A. Generally, it's just myself.

25 Q. And you're, I guess I'll say about a year-

1 and-a-half in at Trousdale in making your daily walks
2 around the compound. Do you feel safe when you do that?

3 A. I do.

4 Q. Has there ever been a time in your
5 year-and-a-half there that you felt unsafe?

6 A. No.

7 Q. In making those rounds, walking the compound,
8 do you recall any instances where you ran across a post,
9 a critical post not being filled at the time?

10 A. Not that I was aware of, no.

11 Q. I want to ask you some general questions.
12 Because you were asked a lot of questions about
13 compliance, so I want to ask you some general questions
14 about that. In the context of your job, when you talk
15 about compliance, that's simply compliance with the
16 contract, right?

17 A. Correct.

18 Q. And so if -- and just overall, I think you
19 were asked this question. Other than what is contained
20 in your noncompliance reports that we've gone through,
21 to your knowledge, CoreCivic is in compliance with all
22 other provisions of the contract, correct?

23 A. Can you repeat that question.

24 Q. Yes. Based on what you know and in your job,
25 other than what is contained in the noncompliance

1 reports that we've gone through or that you prepared
2 since you've been there, CoreCivic is in compliance with
3 the contract?

4 A. That is correct, yes.

5 Q. Let's get into the, just the noncompliance
6 reports themselves. As I understand it, on the
7 essential items in the contract, if -- those require a
8 hundred percent compliance, correct?

9 A. Yes, sir.

10 Q. So if CoreCivic is 99 percent compliant with
11 whatever that requirement is, they're still not
12 compliant with the contract if it's an essential item?

13 A. That's correct.

14 Q. So even in the ones that we went through, I
15 mean CoreCivic could be 80 percent compliant, 90 percent
16 compliant or whatever percentage, if it's an essential
17 item, the contract, simply the contract requires a
18 hundred percent compliance, correct?

19 A. Correct.

20 Q. Other items that aren't essential, they may
21 not have to be. They're not out of compliance simply
22 because there's some noncompliance; is that accurate?

23 A. Yes, uh-huh.

24 Q. Let's talk about staffing a little bit. A
25 staffing -- under this contract, a staffing requirement

1 is different from a post being vacant; is that accurate?

2 A. Yes.

3 Q. At a particular time; is that accurate?

4 A. Yes.

5 Q. Okay. So staffing has to do with a staffing
6 requirement in the contract that you have these
7 positions, they need to be filled and if you don't have
8 those filled you're out of compliance, right?

9 A. True.

10 Q. Now, you've worked at three different, I
11 think, prisons. The Turney Center in Only, right?

12 A. Yes.

13 Q. Riverbend Maximum Security Facility, right?

14 A. Yes.

15 Q. And at Trousdale?

16 A. Correct.

17 Q. Based on your experience, is staffing,
18 maintaining a full-time staff a challenge in prisons?

19 A. Make sure I understood. Your question is, is
20 maintaining staffing a challenge at all prisons; is that
21 what you're asking?

22 Q. Based on your experience?

23 A. Yes.

24 Q. Did you have, for example, at the Turney
25 Center in Only -- I know that's in a rural area of West

1 Tennessee. Did you have problems with maintaining a
2 full staff?

3 A. Yes.

4 Q. Did you have -- in order to compensate for
5 that, did you have to have officers and other employees
6 and staff work overtime?

7 A. Yes.

8 Q. Was that common?

9 A. Yes.

10 Q. When people didn't -- this doesn't relate to
11 staffing necessarily, it relates to posts being filled
12 during a shift or during a day. At that facility at the
13 Turney Center, did you have staff at times not show up?

14 A. Yes.

15 Q. Did you have staff at times get sick?

16 A. Yes.

17 Q. Did you have staff at times get called out on
18 emergencies?

19 A. Yes.

20 Q. I mean, essentially, did life happen in some
21 form or fashion that caused you to be short on staff?

22 A. Yes.

23 Q. And what do you do in those instances to help
24 that, have work overtime? Is that one thing you do?

25 A. You improvise and overcome. You try to get

1 as many people to work overtime as possible. You begin
2 to close your non-critical posts in order to back fill
3 your critical vacancies. And traditionally, that's the
4 best way to get the goal accomplished.

5 Q. Even at the Turney Center, would there be
6 times where you would call in temporary staff from other
7 facilities in the state?

8 A. No.

9 Q. Didn't do that at the Turney Center?

10 A. No. Not during the time that I was there,
11 no.

12 Q. But in any event, if you had critical posts
13 or posts that you couldn't fill during the day for
14 whatever reason, as you said, you would improvise and
15 overcome that and make sure that the facility was safe?

16 A. Correct.

17 Q. Did the same thing happen along this same
18 line of questions at Riverbend?

19 A. More so.

20 Q. So you had staffing, in other words,
21 fulfilling positions there, that was a challenge?

22 A. Yes.

23 Q. And you had that staff that either, for
24 whatever happens in life, illness, emergency, they just
25 decide they don't want to work there anymore, not show

1 up?

2 A. Yes.

3 Q. And you guys would have to, there, improvise
4 and figure out how to make it work?

5 A. Correct.

6 Q. Did you find that the staff at the Trousdale
7 facility did the same thing?

8 A. Yes.

9 Q. Kind of describe what you observed in that
10 regard.

11 A. Trousdale consistently utilizes their staff
12 in overtime positions to try to backfill the vacancies
13 that they have. You know, throughout the day, what they
14 will do is rotate -- on a housing unit, they'll rotate
15 what pods that they will consider closed. If you've got
16 three pods, if alpha pod was closed yesterday because of
17 staffing shortage and just say, for example, you still
18 have a staffing shortage today, we'll pull the bravo pod
19 officer instead of having a pod closed back to back day
20 after day.

21 So what I've seen them do is they try to
22 fairly compensate where they are limiting services
23 within a housing area in order to continue operation of
24 the facility. They do utilize overtime. They do offer
25 bonuses to their staff for working their days off. And

1 that seems to be the two largest areas that I've
2 witnessed.

3 Q. When you say they close a pod, what do you
4 mean by that?

5 A. They just pull the officers from that post
6 instead of -- if you've got three officers assigned to a
7 housing unit and you're short somewhere else on a
8 compound, they'll pull from A-pod. They'll pull the
9 officer from A-pod. And when that happens, the B and
10 the C-pod officers have to compensate for what needs to
11 carry on in the pod that's carrying a vacancy.

12 Q. Based on your observations of that, what you
13 just described occurring, have they been able to
14 maintain safety and security of the facility in doing
15 that?

16 A. In my opinion, yes.

17 Q. Are you familiar with efforts that CoreCivic
18 has made to try to fill all of the staffing positions at
19 Trousdale?

20 A. I'm not sure I understand the question.
21 Could you repeat that.

22 Q. I think I saw it somewhere in one of your --
23 in the corrective action measures in your reports. But
24 I don't want to go back through all of those documents
25 because that technology gets beyond me. But my question

1 is, are you familiar with some of the efforts that have
2 been made by CoreCivic and the staff out there to hire
3 corrections officers and other staff at the facility?

4 A. I am.

5 Q. Describe some of those efforts.

6 A. I've seen television campaign ads. I've
7 heard radio ads. And they have signage posted
8 throughout the administration area of referral bonuses
9 that they offer.

10 Q. So would it be fair to say that they, based
11 on your observations, that they put forth pretty strong
12 efforts to hire staff out there?

13 A. They do.

14 Q. Would it be fair to say that they want to
15 have a full-time -- a full staff?

16 A. I'm sorry?

17 Q. Would it be fair to say, based your
18 observations of the efforts made at Trousdale, that they
19 want to have a full staff?

20 A. Yes.

21 Q. Do they face the same challenges that you
22 faced in terms of having a full staff at Riverbend and
23 the Turney Center?

24 A. Yes.

25 Q. Is it -- in your view, based on your

1 experience, is it any different, the challenges they
2 face on a day-to-day basis in terms of staffing, in
3 terms of people for whatever reason not showing up to
4 work or being called out on an emergency, do they face
5 the same challenges that you faced at Riverbend and the
6 Turney Center?

7 A. They do.

8 MR. WELBORN: Let me take a quick break here
9 and I'll be right back to you.

10 THE WITNESS: Okay.

11 (Recess observed.)

12 MR. WELBORN: Thank you, Mr. Walton. I have
13 no further questions.

14 THE WITNESS: Thank you.

15 MR. AUMANN: We don't have any questions.

16 MS. MAPLES: I'm done. Thank you, Mr.
17 Walton.

18 THE WITNESS: Thank you all.

19 FURTHER DEPONENT SAITH NOT.

20

21

22

23

24

25

1 CERTIFICATE

2 STATE OF TENNESSEE)
3) SS.
4 COUNTY OF DAVIDSON)

5 I, CAROLE K. BRIGGS, Licensed Court Reporter
6 within and for the State of Tennessee, do hereby certify
7 that the above deposition was reported by me and that
8 the foregoing pages of the transcript is a true and
9 accurate record to the best of my knowledge, skills, and
10 ability.

11 I further certify that I am not a relative,
12 counsel or attorney of either party nor employed by any
13 of the parties in this case or otherwise interested in
14 the event of this action.

15 IN WITNESS WHEREOF, I have hereunto affixed my
16 official hand on this 23rd day of April 2021.

17 Carole K. Briggs

18 CAROLE K. BRIGGS
19 Shorthand Reporter
20 Tennessee License No. 345

21
22
23
24
25

Exhibits	002260 113:25	18th 40:21
Exhibit 2 23:17,18 25:20	002281 83:15	19 87:10 127:12
Exhibit 3 50:22,23,25	002288 85:10	1997 126:24 128:3
Exhibit 4 52:22 53:2 59:7	002291 73:16	1st 30:10,14 44:15 49:16 74:8 90:4 91:15
Exhibit 5 73:5,12	002298 80:14	2
Exhibit 6 102:24	002373 30:10	2 23:17,18 25:20 38:21 46:4 60:11 78:5 84:1 85:24 88:10 92:12 94:17 97:3 100:7 109:17 111:8 112:14
Exhibit 7 108:1	003537 103:4	20 15:24 16:5,10,20 31:1,20 39:23 45:1 48:13,21 66:18 127:19,20
Exhibit 8 113:21	003709 108:5	2003 128:3,5
Exhibit 10 122:19,20	003793 110:1	2014 128:22 129:15
Exhibit 11 122:23 123:1	003825 111:17	2015 89:8
\$	03 128:13	2017 27:7,9
\$179,705.77 99:23	09 128:13	2018 25:6 32:2
\$180,000 99:25 100:14,16,22	1	2019 7:17 22:11 25:14 26:6,19 27:11,16 32:3,4,5 33:11,16,19 35:9 36:11 40:20,21,22 41:20 57:8 73:24 74:8,9,24 77:25 79:19 80:8,15 83:17 84:21 85:4,12,19 95:9 108:20 109:9 110:14 112:19 114:3,17 129:16,23
\$53,200 101:16	1 13:18,19 38:24 39:2,3,4,6,14 41:1,13,14 44:18 74:12,14,16 93:15,19 109:14 111:3 112:10 114:19	2020 26:13 29:4 30:1,4,14,22 33:3 39:10 40:22 44:7 45:13 49:15 87:4,5,9 88:24 89:9,12,14 90:4 91:15,16,21 92:11 93:11,12 95:3,10 96:9,13 99:9,21 100:1 103:6 108:19 110:1,4 111:23 115:24 116:2 123:7
0	10 39:23 50:13 116:20 122:19,20	2021 6:3 30:10 44:15 49:16 111:20
000933 53:6	100 113:8 119:14	205.03 118:2,11
000936 55:4 59:7	1018 53:16	20th 95:6
000953 66:19	10th 36:11	21 127:20
000957 60:9	11 122:23 123:1	22nd 110:1
000960 64:17	118 100:10,15,16,21	23 127:20
000961 62:8	12 111:12	24 60:8,9 75:1
001018 53:10 54:4	12:30 98:21,25 117:19,20	24-year-old 127:20
001372 26:12 29:3 30:23	12th 108:19	25 94:6
001405 115:24	13th 115:24	2592 71:9
001432 85:18	14 83:22	
001441 87:4	140 7:7	
001696 29:23	15th 78:11	
001760 93:13	16 7:15 87:10	
001769 94:16	16th 32:4 40:20 78:12	
001775 96:6	1789 97:1,2	
001789 100:7	17th 25:5 32:2	
001792 99:21	18 24:5 29:9	
001794 89:8	18-page 29:11,12	
	180 96:21	

25th 33:16,19 89:8 91:16 93:12		
26th 87:4	5	A
27 64:16	5 73:5,12 106:14 115:4	A-POD 139:8,9
28 62:7,21	50 39:25 63:21 64:3,14	a.m. 6:2,4
29th 33:11 35:9	501.01 51:3	A4 62:12,21 63:3,4
2B 74:17,22 75:11 78:6 79:4 83:20 85:22 87:5 89:11 92:11 93:4,16,19 95:14 96:11 98:5 119:20	6	abiding 7:21
2nd 111:19	6 61:6 102:24 109:14 122:4	absence 70:13
3	6,103.33 85:15	Absolutely 13:16 70:1 128:25
	6,810.34 86:25	academy 128:19
	6,957.25 99:22	access 72:5
3 41:22 42:10 46:8 50:23,25 54:16 55:3 79:13 84:8 86:18 88:21 92:18 95:1 109:21 111:11	6A 85:25 86:2 96:1	accomplished 137:4
30 63:21	6B 78:6,7 79:3 84:2 96:1	account 14:21
30-day 34:1	6N 51:9	accuracy 47:25 68:13 84:12
30th 72:14 84:21	7	accurate 82:15,18,21 83:2 86:14 95:19 114:23 115:12,14 134:22 135:1,3
31st 25:13 26:6,13 29:3 30:14,22 32:3,5 33:3 40:20,21,22 49:15 73:24 74:9 83:17 114:3,17	7 88:10,13,14 108:1 109:18 111:4 112:11	accurately 84:17
34 86:11	7,676.34 80:16	achieved 47:5
36 86:12	7/3/14 54:3	acting 8:20
37 127:13	7/3/2014 53:13	action 32:15,19,22,23 33:4,8,14 34:5 35:5,16 36:2,4,10,16 37:4, 11,22 38:10,23 41:1,5,6,12,14,16, 23 42:14 43:15,16,24 44:3,7 45:5, 10,17 46:1,5,9,17 47:1,4 77:15 78:1 81:6 91:13 99:13 106:16,19, 21,24,25 107:3,20 139:23
3rd 40:22 103:6	8	actions 34:6 77:11 78:20 119:12
4	8 6:3 45:1 84:9,11 88:22 92:13 94:17 96:1 109:22 112:15 113:11, 12,21	activities 121:5,7
4 42:12 43:14 52:22 53:2 59:7 89:1	80 134:15	activity 105:20,23
40 48:17,22 49:8,12	81 100:11	actual 40:11 51:13
43 79:23,25 127:6	8:06 6:2,4	add 43:5,12
45 63:10 79:18 85:7 89:5 92:20 100:12	9	addition 45:9 60:12
45-day 79:24	9 79:14,16 85:3 86:19 89:2 92:19 93:4 95:1,15 97:3 98:12 100:8 111:9 114:20 117:8 119:7,20	additional 15:6
4E 118:19 119:9	90 134:15	adequate 67:1,10
4F 119:11	96 93:22 94:7 96:16,23	adhere 54:8
4J 119:22	960 64:18	adjunct 128:19
4K 121:4	99 134:10	administration 140:8
4th 29:25 39:10 49:15		administrative 8:5 10:13 11:3
		administrator 105:12 121:11

ads 140:6,7	area 12:15 15:16 31:15 37:16 76:4 131:1,2 135:25 138:23 140:8	106:4 107:25 125:1
advance 72:11	areas 12:10 13:9 40:11 104:25 106:5,8 113:2 124:13 139:1	August 29:25 39:10 45:13 49:15 84:21 103:6
advisory 65:2,6,9,17	arise 61:2	Aumann 6:12 9:3 12:12 16:12 21:12 27:9,12 34:9 35:17 38:4 42:24 43:1 45:18 49:20 50:2,8 54:9 55:1,5 62:17,24 64:5,11 65:19 72:16 73:1 75:22 77:5 79:6 80:1,20 83:5 87:16 88:18 91:5 92:1 93:6 94:1,11,22 95:22 96:17 97:22 98:6,14 100:17,23 101:4, 12,21 104:3,19 109:5 110:21 112:3,7,24 114:24 115:9,19 118:3 122:12 123:18 124:2 125:6 141:15
age 127:13,18	Army 127:11	author 34:4 103:10
aggregate 81:13 104:17	arrived 20:13 21:1 34:1 41:20 42:7 108:24 123:24	authority 105:2,6
agree 6:6,11,16,19 17:6 64:10 99:17 113:3	asks 46:4,8	authorized 80:16 99:22
ahead 9:4 12:13 16:2,13 21:13 34:10,13 43:2 47:9,10 50:4 62:18, 25 75:23 77:6 91:6 102:16 115:21 116:21	aspects 19:16	average 80:4,9,10
alpha 138:16	assault 70:18,19	aware 8:6,7,8,16 9:12 11:4,8 19:7 20:3,17 56:12 60:6 65:7 133:10
amount 14:3 17:4,8 86:22 90:12 108:13	assess 91:4	<hr/> B <hr/>
amounts 99:18	assessing 45:16	B1 59:7
and-a-half 133:1	assessment 32:3 91:11	baby 127:19
and/or 54:22	assessments 32:11	bachelor 127:15
annual 44:23 51:10,18,25 52:5 101:13,15	assigned 33:13 35:2,4,10 40:8,9 68:5 139:6	back 15:2 18:8 22:14 30:21 38:17 53:14 54:15 76:19 84:12 94:2 98:24 99:8 100:6 104:4 125:16 127:14 128:14 129:18 137:2 138:19 139:24 141:9
annually 63:21	assignment 36:5	backfill 138:12
answers 46:6	assist 132:2	background 64:25 66:1 68:3,4 126:6
anymore 137:25	assistant 8:20 9:23 21:1 36:11, 18 44:10,12	bad 28:16 121:24
apologies 93:18	associate 130:18	barrier 65:12
apologize 25:24 72:17 107:16	assume 33:22 42:8,9 43:4	based 64:2 94:12 102:4,7,9 104:25 114:11 133:24 135:17,22 139:12 140:10,17,25
appeal 17:7	assumed 11:5	basically 15:10 69:19 84:24 97:13 120:6 128:8
appears 52:24 63:4 117:12	assuming 72:10	basis 28:5,23 32:9 49:4 57:19 59:2 61:11 90:8,13 108:15 113:11 119:5 121:21 130:17 132:17 141:2
applicable 79:13	assumption 42:11	
applicants 65:1	attached 21:2 29:22 31:12	
applied 40:12 74:22	attention 28:9 29:7 81:3	
applies 38:23	attentive 17:20	
appointed 33:16,19	attorney 6:5,7 90:21 91:17 92:4, 6,8 93:11	
appointment 42:18 43:18,22	attorneys 24:13 72:19	
approach 132:1	audit 14:12,13,18,25 15:6,8 16:6, 22 17:25 22:21 24:8 26:18 27:6,8, 16,17,18,23 28:1 30:3,13,16 32:10 37:17,20,24 76:4 103:7,17, 22 106:11 108:9,10 109:9 111:22 112:1 116:1 123:2,8,15,23 124:21	
approval 57:9	auditor 30:8 74:19	
approve 68:6	audits 15:9 18:23 19:22 21:20 22:13 26:21 27:4 103:13 104:2	
approximate 95:6		
approximately 7:15 8:19		
April 6:3 32:4 40:20 96:9 99:8,21, 25 100:10		

Bates 25:25 26:11 29:3,23 53:5,
10 55:2,3 59:7 60:8 62:8 64:17
66:19 73:15 80:14 83:15 85:9,17
87:4 93:12 94:16 96:5 99:21
103:2,4 108:5 109:25 111:16
113:25 115:23

began 6:2 33:20,23

begin 137:1

beginning 29:21 36:10 41:11
77:25 113:24

begins 53:5

behalf 19:2 45:21 104:22 107:10
108:9

Behavioral 109:14,18,22 111:4,
8,12 112:11,14

Benton 126:12

Bethel 127:17

biannual 14:19,25 15:6 26:21
27:4,8,17,20 28:11,23 29:4,12,13
30:6 32:2 37:17 48:12,25 49:2,3
103:18 116:8 119:5 120:24

biannually 14:15,22 114:15

bimonthly 81:24

bit 24:7 95:8 104:14 106:18 126:5
134:24

bleed 103:17

blue 45:22

board 65:3,6,9,18

bold 38:25

bolded 24:24 39:14 40:16

bonuses 138:25 140:8

book 15:20 16:10,20

boss 81:16

bottom 53:12,15,17,18,20,25
80:14 85:2

boy 126:23

Branstetter 6:10

bravo 138:18

breach 69:21 70:21 75:13 122:5,
7,10,15

break 13:15 50:7 98:16,20 99:2
126:6 141:8

breakdown 56:15

Brentwood 12:8

briefly 99:5

broad 118:17

broke 111:2

broken 28:4

bullet 63:5

bulletin 45:20

bullets 115:22

bunch 77:19

Byrd 8:3,4,8,12,14,17 9:1,6,10,
13,16 10:3,4,7 97:9 103:1 125:16
130:13

Byrd's 10:10 97:5 125:21

C

C-O-M-P 56:9

C-POD 139:10

calculates 85:11

call 72:12,15,19,25 122:1 137:6

called 13:12,13 28:2 59:9 65:14
71:5 126:12 128:7 129:10 136:17
141:4

Camden 126:12

campaign 140:6

cap 39:19 41:10,11

captured 28:11

care 56:16 129:11

career 126:24

Carolyn 47:16 81:16,18,21 82:2
121:12

carry 139:11

carrying 139:11

Carter 46:21 130:9

case 15:17 126:4

caused 35:14 136:21

CCI 53:5,10 54:4 55:4 59:7 60:8
62:8 64:17 66:19

CDR 72:23,24

center 7:8 68:16 69:10 128:4,9
135:11,25 136:13 137:5,9 140:23
141:6

central 55:12 59:8 68:16 69:10
120:11

Centurioin 129:10

CEO 12:4

certificate 72:4

chairperson 14:2 15:17 17:6,25
18:3,9 19:19 20:4,7,9,12,16,21
21:7,9,11,16,18 31:14

chairperson's 31:13

challenge 135:18,20 137:21

challenges 140:21 141:1,5

changed 33:25

chaplain 67:17

chaplains 67:19 68:3

characterized 96:15

charge 42:7

charts 108:16

chat 24:14 50:23 53:1 73:19
102:23 113:20 122:22

cheaper 101:18,23 102:2

cheat 13:13

check 107:2 125:14

checked 31:1

checking 116:18

checks 64:25 66:1 68:3

chemical 70:22

chief 130:18,19

children 126:21 127:18

chose 107:6

Chuck 11:16,23

circular 76:6 104:15

cited 75:5

clarify 28:3 70:22

Class 68:14,17,18,23,25 69:1,4,
7,9,12,13 70:3,6,17

classifications 69:6

clause 41:2	complete 78:7 82:15,18,21 83:2 84:12 95:19 114:23	contact 70:14,15
clear 29:20 31:19 48:25 73:9	completed 14:4 16:25	contained 58:3 124:7 133:19,25
cleared 66:2	compliance 7:11,12,19 12:11 13:10 19:3,15 22:12 23:3 28:8 32:13,18 36:13,14,20 37:3 40:1 49:17,24 67:3 76:5 78:8 82:17 92:24 97:3 98:4,12 102:14 103:7, 13,22 104:2 106:2,11 112:10,23 118:22 119:14 120:12 121:15 125:4 133:13,15,21 134:2,8,18,21 135:8	context 105:18 133:14
Cline 126:14	compliant 19:17 22:16,21,25 31:3,21 52:6 102:17 113:8,9 114:11 134:10,12,15,16	continue 29:21 36:13 37:24 80:12 81:5 82:12 88:9 98:1 116:7 138:23
clinic 108:10 112:2	compiled 46:1	continued 46:25 91:25
clinical 108:9,14,17 109:3 110:25 112:17,23 113:17	compound 131:24 132:14,22 133:2,7 139:8	continues 37:24 122:1
clinicians 108:12	comptroller 124:18,21	continuing 62:22
close 93:4 137:2 139:3	comptroller's 123:2,8 124:9	contract 7:5,9,10,11,12,19 12:11 13:4,6,10 14:10 19:1,2,4,10,12 23:3,5 28:20 29:1 31:1 32:13,18 34:24 36:3 40:13 47:17,25 48:6 52:9,18,23 54:7,17 59:19 61:7,9, 14,15 65:25 66:19 67:23 68:2,9, 14 69:8 70:12 71:19 72:23 74:21 81:4 82:17 86:9 89:23 97:15 102:13 105:24 106:1 110:8 114:10 118:14,17,20,25 119:8,13, 19 120:5 121:10,15,16 122:5,8, 11,15 124:12,14 125:4 129:20 130:4 133:16,22 134:3,7,12,17,25 135:6
closed 138:15,16,19	concentration 12:16 127:16	contracted 90:25 107:17
closures 61:5	concern 82:2,4	contractor 48:10 60:12 61:7 63:7,12 64:23 65:1 66:25 77:15 91:8 107:11 114:11 117:1 118:22
clothing 12:16	concerns 18:18	contractor's 63:19 77:13 81:3 87:21
clue 100:25 101:2	conclusion 100:9	contractors 119:12
Cockrill 20:18,20,24,25 43:6,8	conditions 11:12	contracts 91:1 118:23
codes 58:5	conduct 14:13 36:12 107:1	contractual 7:21 63:17 102:12
collection 29:17 113:24	conducted 18:23 36:19 37:1,5 48:13 116:9	contributing 89:19
collective 24:18 25:20 26:5 73:7 107:24 111:16	confirm 53:15	control 11:5 23:24
colon 32:1	confuse 14:23	convenience 73:6
comb 15:21	confused 48:11	conversation 17:21
combined 24:20	confusing 14:18	conversations 9:12,16 18:24 37:2 47:8,12,16 81:20,25
comfortable 22:22	Congratulations 122:2	conviction 129:4
command 97:15	consideration 101:6	cooperative 131:6
Commissary 12:19	considered 60:4 63:5,6,7 70:20 79:9 111:1,12	coordinator 20:16 33:13,15,18 34:7 35:11,14,22 41:24 42:6,18, 21 43:19,23 46:12
commissioner 6:14 9:23	consistent 41:3 86:13,14	copies 22:4 58:14 84:13
commissioner's 69:20	consistently 77:2 138:11	
common 34:19 136:8	constitute 78:13	
commonly 43:5	constitutes 70:17	
communicated 47:3		
communication 69:10		
communications 68:16		
comp 56:5,10,11,14,20 57:12 59:10 61:20,22		
company 107:18 128:7 129:10		
compared 84:14		
compensate 136:4 138:22 139:10		
complaints 18:13 66:7,10,16		

Corecivic 6:18 9:19,21,24 10:20
11:15 12:2,4,6,11 32:15 33:4
34:15 43:10 45:25 46:5,10,17
49:17,24 51:22 54:7 55:16 58:14,
17 66:9 77:2,11,21 78:1 79:19
80:10 81:10 82:20 86:21 88:17,24
89:24 91:1,18 93:4 95:14,18 98:4,
11,13 99:14 100:15 101:18
104:12,16 105:14 107:2 110:19,
25 112:6,22 113:16 114:13,17,22
115:6 116:9,14,20 123:14 124:22
126:4 130:6 133:21 134:2,10,15
139:17 140:2

Corecivic's 34:6 83:1 97:20
99:12

corner 26:2 53:12,18,20 73:16
93:13 96:6

corporal 128:18

correct 15:7 18:22 19:24 25:17,
18 28:8 31:23 43:20 46:3,7 50:5
51:24 58:10 68:24 69:2 79:2,5
81:7 89:6 91:20 92:9 93:9 94:23
95:6 96:25 103:12 104:10 107:10
119:10 121:13 123:22 125:5
126:16 129:24 130:15 133:17,22
134:4,8,13,18,19 135:16 137:16
138:5

corrected 42:15 43:16

Correction 6:14

Correction's 31:21

correctional 7:8 52:10 105:12
121:11 126:25 128:3

corrections 7:22 9:18 32:11
36:7 76:9 90:25 91:12 103:20
105:17 107:17 126:24 127:12,25
128:2,22 129:12 140:3

corrective 32:15,19,21,23 33:4,
7,14 34:5,6 35:5,16 36:2,4,10
37:4,11,22 38:23 41:1,5,6,11,14,
16,23 42:14 43:15,23 44:3,6 45:5,
10,17 46:1,5,9,17,25 47:4 77:10,
15 78:1 81:6 91:13 99:13 106:15,
19,21,25 107:2 139:23

correctly 16:15

cost 99:23

costing 100:14

costly 102:15

counselor 84:20

County 54:21 55:8,14 63:14
90:21,25 91:3,17 126:13

COURT 6:3,19

cover 99:18 100:4 106:5 110:4
111:23

covered 90:19 95:6 97:18

covering 85:19 87:5 89:9 95:4
108:20 111:3,8 112:11

covers 74:16 116:1

CR 71:9

created 51:21,22 69:17 90:2

criminal 68:4

critical 61:5 74:21 75:1 83:23
87:11 93:23 94:7 96:14 133:9
137:3,12

current 7:4 8:2,3 20:4

curriculum 128:21

customer 102:14

customer's 102:17

cut 56:4

D

daily 8:1 44:10 60:23,25 74:19
121:5,6,21 131:21 132:17 133:1

damage 32:11 91:11 119:23
120:16,17

damages 32:4 40:19 91:4 102:19

dash 24:25

data 15:6 89:18 91:19

date 7:16 26:5 27:10,15 31:13,14
40:10,11 53:19 75:7 77:20 78:18
79:18 86:6

dated 25:5,13 26:13 29:3,25
30:10,22 39:10 44:15 49:15 73:24
83:16 87:4 89:8 103:6 108:19
110:1 111:19 114:3,16 115:24
123:24

dates 14:4 58:6,9 77:19 89:19

day 17:11 48:18 57:10 58:24
70:8,9 72:13 78:11,12 81:23 86:3
132:20 136:12 137:13 138:13,19,
20

day-to-day 105:19,23 108:15
141:2

days 58:6,7 63:10 74:25 79:18
83:22 85:7 87:10 89:5 92:20 94:6
100:12 138:25

death 70:19 72:3,4 129:6

death-row 129:7

deaths 70:23 71:8,12,17

Deceased 71:6

December 14:20 26:19 27:7,16
28:13 30:14 36:11 73:24 83:16
85:19 114:3,16

decide 23:12 137:25

decided 92:3

defendant 6:13

defense 6:8 91:10

defer 22:15 38:14 70:25 104:4

deficiency 39:18 41:3 44:22
72:23 75:18 77:22 81:8

deficient 31:18

defined 119:8 124:10

definition 72:2 113:7

definitions 63:4

degree 127:15

delay 90:2

deliver 55:24

demise 126:14

deny 68:6

department 6:13 7:22 9:18
15:16 31:21 32:10 36:7 76:9
90:24 91:12 103:19 104:7,13,23
107:17 113:3 127:12 128:22
129:12 132:4,9

department's 105:8

departmental 67:4

depending 18:3 24:11

DEPONENT 141:19

deposed 6:24

deposition 6:1,6,20 13:15,18
23:17 50:23 52:22 72:7,11 73:2,5
103:23 117:6 119:19 123:1

depositions 6:4	discuss 97:8,14	earlier 10:19 27:3 40:25 50:16 77:9 126:5 131:11
describe 15:8 40:6 75:5 78:1 79:22 106:18 108:3 118:16 130:21 138:9 140:5	discussed 11:12 46:18 47:19 50:17 77:9 97:11,19 99:11 123:20	easier 24:20
describes 119:22	discussing 32:14 35:8 48:3 119:18 123:12	easy 57:1 58:16
describing 25:3	discussion 117:9	Ed 129:1
description 18:13,15 33:4 100:8 107:12,15	discussions 9:9 10:2,6 46:16 47:23	education 127:7
descriptions 13:1	displeasure 82:8	effective 39:20
designate 67:1	distributed 28:20,25	efforts 139:17 140:1,5,12,18
designated 67:10 92:23 111:5 118:21,23	divorce 128:6	egregious 94:9
designates 68:18	document 23:16,20,24 24:4,14, 23 26:4 27:7,17 30:11 33:11 51:3 52:22,25 53:4,9 73:4,14,23 82:12 83:14 85:17 87:3 94:15 96:5 102:22 103:2,4,11 104:24 106:15, 22 107:10,23 108:4,7 111:15 113:20 114:5 115:23 117:23 118:20,22 120:9 121:13 122:22, 25 123:5	Elizabeth 20:11 21:3,6 33:20 34:7 42:10
detail 24:12 82:14 106:18 115:22	documentation 31:25 37:6 40:17 69:17 76:17,22 82:15 83:2	emergencies 61:2,3 136:18
detailed 12:15 13:24 41:4,13 124:13	documented 24:12 44:23 71:10 75:19 84:17 97:12 104:5,11 115:11 122:17	emergency 60:13,18 69:21 137:24 141:4
detailing 41:8 121:6	documenting 32:19 37:25 48:19 82:5	emergent 69:18
determination 31:17	documents 24:19 73:7,10 99:6 108:17 139:24	emphasizing 40:3
determine 43:9 66:1 78:9 86:3 91:3 114:10	Dotson 9:24	employed 21:4 58:22
determined 21:16 22:11 39:24 71:12 75:11 119:14	doubled 96:24	employee 12:18 57:16,17 58:5 78:16 113:15
determines 28:14 76:10 91:12	download 24:15	employees 47:13 62:13,23 67:16 84:16 86:11,12 136:5
determining 67:9	drafted 28:6 76:21	employment 10:10 33:23 78:20
develop 54:20	draw 29:6 81:3	encounters 130:24
development 128:21	drive 57:5	end 28:25 48:18 53:9 69:15 119:2,3 120:23
dialogue 17:18 48:3	drop 102:22	ends 53:9
difference 20:15	due 11:1 31:14 32:12 34:18 40:10 45:7 61:3	ensure 7:20 13:8,25 14:1,6 16:14 17:1 18:6 19:15 28:16 32:21 36:4 37:23 41:25 42:14 43:16 46:11 48:1 68:13 69:2,18 74:19,20 82:4, 17
direct 81:17 132:3	duly 6:24	ensures 48:6
direction 17:20	duties 101:6	ensuring 47:5 82:14
directive 69:20		entered 19:23 20:1 42:1 69:14
directly 55:24		entire 15:23 22:7 83:11 95:12 112:21 113:15
director 6:15 10:24 11:18 28:21 29:1 32:23 47:17,24 48:6 59:19 89:23 121:10		entirety 52:1
directs 74:18		entry 68:6 69:2 89:18 91:19
disciplinary 36:6,16 38:10 43:9 56:16		equals 39:25
disciplined 8:14		equipment 12:21
discrepancies 82:13 91:9		
	<hr/> E <hr/>	
	e-mail 116:25 132:8	

Erin 6:17 126:5
error 107:10
errors 89:18
essential 74:17 75:11,15,16
79:9,14 92:23 109:10,15,19,23
111:1,5,13 112:11,15 113:7,10,17
119:11,18 122:16 134:7,12,16,20
essentially 14:6 17:8 41:10
136:20
establish 65:2
evaluate 114:13 118:21
evaluation 51:10,18,25 52:5
87:22
event 69:7,11 120:16,17 137:12
events 119:23
eventually 120:21
EXAMINATION 7:1 126:2
examined 6:24
examples 70:16
exceed 63:21 64:3
exceeded 79:24 100:11
exclusively 97:18
excuse 63:14 81:10 103:2 110:7
116:15
executive 9:17,20 63:6
executives 11:15 12:2
exhibit 13:18,19 23:17,18 24:18
25:20 26:5 29:8,14 50:22,25
52:21,22 53:2 59:7 73:5,7,12
102:24 103:23 107:24 108:1
111:16 113:21 117:6,8 122:19,20,
23 123:1
existed 123:11 124:17
expectation 102:17 104:7
107:18
expectations 97:14 103:20
104:1,13,17
expected 97:15
experience 127:25 135:17,22
141:1
expert 50:20

explain 31:8 32:17 59:25 69:4
74:14 84:9 87:8 108:10
explanation 41:4,13,15,19 45:9
77:20
explored 123:15
express 88:5
expressed 82:2
extended 90:10
extent 47:23 98:3
extenuated 29:10

F

face 140:21 141:2,4
faced 140:22 141:5
facetious 50:12
facilities 89:24 105:14 118:14
124:22 137:7
facility 7:20 11:6,24 12:17,18
15:11,13 24:24 26:25 28:7,16,23
32:8,21 34:25 36:2 37:3,12 41:3,7
42:17,20 43:10,18,21 45:13
52:10,23 54:13 56:18 62:3 63:15
67:2 68:5,19 69:21 70:6 80:16
81:7 86:4,9,16 89:16 90:10 98:9
99:22 100:22 104:23 105:20,25
106:20 107:9 108:14,18 120:13
122:15 123:25 125:16 131:22
135:13 136:12 137:15 138:7,24
139:14 140:3
facility's 37:22 42:4 47:4
fact 11:2 92:22 97:20 124:25
facts 8:9
failed 41:24,25 46:9 113:11,12,16
failure 114:6
fair 16:8 19:21 25:19 49:16,23
68:22 77:1,19 95:4,12,20 96:2
98:3,10,11 109:2 110:19,24
112:21 113:14,18 116:8 120:19
123:20 140:10,14,17
fairly 16:23 138:22
familiar 19:8 50:20 52:9 55:7
60:16 103:13,16,19,21 139:17
140:1

fashion 14:5 92:8 136:21
feature 102:23
February 30:10 44:15 49:16 87:4
89:9,12,14 90:3 91:15 92:11
108:19 111:19 115:24
feedback 121:17 132:12
feel 16:15 22:22 98:21 105:2
133:2
feels 48:8
felt 133:5
field 128:19
figure 104:15 138:4
file 13:7 18:10 57:5 71:1,2
filed 17:23 18:2
files 17:2 118:4
fill 100:15 101:19 102:11 137:2,
13 139:18
filled 60:2 63:10 75:1 79:17
84:23,25 87:11 133:9 135:7,8
136:11
final 28:6 72:3 103:7
find 17:17 23:11 28:9 74:23 131:8
138:6
finding 31:16 32:1,12 33:1,12
35:10,23 37:13,16,24 39:6,19
40:13 41:3 47:24 48:3,18 49:13
74:17 78:13,19 79:10 83:10 91:10
113:10 117:13,14,15,16 120:7,8,
10 121:2
findings 32:20 41:7 47:3 89:19
104:24 108:9
fine 98:23 99:1
finish 16:2
firing 94:20
Fisher 105:11 121:12
focus 82:19
follow 132:7
follow-up 18:5 37:15,19 46:10
font 38:25
Food 12:21
force 70:21,22

foregoing 6:1	generated 22:2,17 23:5 25:8,16 26:15	
foremost 69:23		H
forgot 79:1	give 55:1 63:3 70:16 76:10 91:22 98:25 118:5	half 13:5,6
form 9:3 12:12 16:12 21:12 34:9 35:17 38:4 42:24 43:1 45:18 49:20 50:1,2 54:9 57:19 62:17,24 64:5,11 65:10,19 75:22 77:5 79:6 80:1,20 83:5 87:16 88:18 91:5 92:1 93:6 94:1,10,11,22 95:21 96:17 97:22 98:6,14 100:17,18,23 101:4,12,21,22 104:3,19,20 109:5 110:21 112:3,7,24 114:24 115:8, 19 122:12 123:18 124:2,3 125:6 136:21	giving 13:8	hand 19:14,15
formal 28:24 36:15 38:10 48:9 108:8	goal 137:4	handbook 51:11 52:7
formally 8:6 90:16	good 42:11 98:25 121:24,25	handle 66:10
format 48:7	gotcha 39:7	handled 112:2 114:17
formatted 48:7	grab 57:7 58:21	handles 66:16
formatting 48:1	grandchildren 126:22 127:21	happen 69:7 136:20 137:17
found 31:3,17 32:8 45:1 75:6 82:20 83:1 84:3 109:2	grandkids 127:3	happened 84:24
fourth 80:8 110:13	great 50:9 82:14	happy 13:16
frame 27:21 84:18	grew 126:9	hard 57:5
frames 19:16	grievance 12:19 13:21,23 14:2, 6,8,14 15:1,17,24 16:9,10,19 17:2,9,21,23,24,25 18:2,3,6,9,10, 11,18,25 19:6,8,18,19 20:2,4,6,9, 12,15,16,21 21:2,7,9,10,16,17 22:12,24 25:21 27:19,25 28:2 31:12,13,18 33:13,15,18 34:7 35:10,14,22 39:4,5 40:9,10,12,14 41:1,19,24 42:6,18,21 43:19,22 44:11 45:1 46:12 47:13,20 49:1, 17,25 50:17 51:6,10,11,19 52:7 106:8	Hartsville 7:7
freely 132:1	grievance's 48:14	Hashemian 6:13 73:1
frequency 70:7	grievances 19:22 20:1 21:21 26:9 31:1 36:12,19 39:23 48:22 51:13 55:22 56:16 57:14,16,17 59:1,3 106:12,15	hats 128:11
frequently 11:1,22 28:14	grievant 14:2 17:2	head 10:1 15:16 18:21 132:9
front 24:23 30:11 51:2 53:5 73:15 90:11 103:1,3 118:10 128:17	grieving 31:16	header 24:24 36:10 40:16 54:16 62:12
fulfilling 137:21	group 29:10 108:12 126:23	headquarters 12:6
full 33:10 136:2 140:15,19,22	Guard 127:11	health 56:16 108:16 109:14,18, 22 111:4,8,12 112:11,14 129:16
full-time 135:18 140:15	guess 14:24 37:21 48:11,16 64:1 76:7,12 81:17 90:17 91:2 100:21 104:15 105:7,22 132:25	heard 10:12,17 17:3 20:1 72:24 123:12 140:7
fully 22:12,20	guidelines 62:2	held 43:7 91:16 107:20
function 65:17 124:1	guiding 34:25	Herzfeld 6:9
	guy 129:1	Hey 73:18
	guys 129:6 138:3	high 127:7,9
G		highlight 93:25
general 19:11 62:2 133:11,13		highlighted 93:22 96:14
general's 81:19		hire 58:6,9 101:19 140:2,12
generally 34:19 131:19 132:24		hired 84:16 86:5,6,11,12
generate 21:21,25 22:16 27:22		hiring 94:20 128:10
		histories 68:4
		holding 17:18 34:2
		Holly 20:5
		homicide 72:2
		homicides 71:22
		hope 121:25

hour 69:9 72:14 98:19	including 124:22	88:22 89:2 92:13 95:25 114:9,12, 14 118:20,25 119:3,7,8,11,19
hourly 101:14	incomplete 83:2,4,9 86:16 88:16,23 92:15	instruments 13:4,12 28:3,21 48:25 49:1 95:19 119:13 124:11 131:23
hours 80:16 85:11,14 86:25 99:14,22	inconsistent 89:21	interact 130:1,3,5,11,16 131:12
house 105:15 120:12 129:13	increase 94:13	interacting 106:1
housing 138:14,23 139:7	independent 14:25 57:12 63:7	interaction 13:21
HR 43:11	independently 24:15	interactions 131:16
human 66:14,15	indication 94:3	interferes 107:20
hundred 22:25 75:17 76:5 92:24 93:4 134:8,18	individual 18:24 34:2 42:7 61:1 66:2 120:15	interim 121:20,23
hygiene 12:16	individuals 9:20	interpret 23:12 42:20
<hr/>		
I		
<hr/>		
idea 122:18	Industrial 128:4	interpretation 35:19 43:4
identification 31:11 40:8	informal 10:4,8	interrupting 25:24
identified 21:22 22:14 56:24 130:25	informally 8:7	introduce 6:5
identify 22:17 52:6 58:16 82:6,13 84:15 89:25 91:8 107:9 109:11	information 17:24 18:1 31:9,10 48:1 56:13 58:3 60:24 120:21 124:7 125:3 126:6 127:16 129:17 132:7	investigating 34:25
illness 137:24	informational 124:8	investigation 71:17
impact 68:20 76:14	initiated 44:7	involuntary 78:17
implementation 105:22	injury 71:9	involve 60:22
implemented 32:22 41:9,20 45:17 46:5	inmate 12:19 17:22 18:2,9 25:21 26:9 31:16 40:13 45:1 48:13,22 50:17 51:5,11 55:22 57:14 59:1 70:18,19 71:17 108:16	involved 9:11 36:7 65:24 66:6, 11,12 67:6,9,13,17 71:16,20 74:1 108:24 122:7 128:20
important 69:16,24 75:21 79:3	inmate's 31:11,13 40:8,9	involves 17:9
improve 37:13 89:17 90:1	inmates 17:10,15 18:12,17,24 71:6 106:1 128:23,24 131:12,17, 24,25 132:15	isolated 18:23
improvement 47:5 104:25	inside 11:12	issuance 90:2
improving 32:24	inspections 131:22	issue 24:9 32:24 39:21 74:23 87:8 100:9 130:25
improvise 136:25 137:14 138:3	inspector 81:19	issued 26:24 32:2,11,20 49:3 77:1 89:15 116:19,20
in-depth 45:8	instance 67:17 88:16	issues 22:18 23:1 28:8 93:22 97:20 123:15
inaccurate 83:3,9 86:16 88:17, 23 92:15	instances 22:23 31:2 34:21 39:23 133:8 136:23	issuing 32:25 48:9
incident 68:8,14,17,18,19 69:10, 14 70:17	institution 51:9,15 68:7,20 128:15	item 15:19 37:14,19 38:21,24 39:2,3,4,6,14 41:1,2,16 44:18 45:7 46:4 60:11 61:6 66:22 74:11, 14,16 75:11,12,15,16,17,21,25 76:2,4 78:4,7,9,14 79:9,13 81:6 84:8,11 85:24 86:18,19 87:5 88:10,21 89:1,11 92:11,12,16,18, 19 93:15,16,19 94:17 95:1,14,15 97:3 98:5,12 100:7,8 106:14 109:14,17,18,21,22 111:3,4,8,11, 12 112:11,12,14,15 113:11,12
incidents 68:23 69:1,5,6 70:3,6	instructor 128:20	
include 12:15,17 14:1 54:21 61:2,10 75:7 78:17 86:6	instrument 13:24 14:8,14 15:1, 19 22:2,5 27:19 31:2 48:15 49:2, 6,11 74:18,22 75:10 78:5 79:14, 16 81:6 83:20 84:2,9 85:3,21,25	
included 45:21 48:2		
includes 56:15		

114:19,20 115:4 134:12,17	kind 11:2,5 12:25 14:18,25 15:21 32:14 36:10 56:13 58:3,25 77:10 87:23 107:25 108:3 116:23 128:1 129:12 138:9	limited 16:9 32:25 54:21
item-by-item 113:11		limiting 138:22
itemized 104:18		liquidated 32:3,11 40:19 91:11 102:19 119:23 120:16,17
items 12:15 13:24 54:23 63:5 92:23 93:3 96:1 97:12 103:17 109:8,10 116:5 119:11,18 122:16 134:7,20	knew 129:7	list 12:15,25 13:3,9,12 84:16 104:18
	knowledge 9:22 19:11 71:15 105:7,8 112:20 133:21	listed 27:6,15 48:14,23 54:24 55:19 61:12,19 84:21,23 109:23 111:16
<hr/> J <hr/>	<hr/> L <hr/>	
Janna 6:9 27:9 29:6 38:17 55:1 73:18 98:21 118:3	labeled 58:19	load 53:1
Jannell 20:5	lack 46:10	local 65:2,5,8,17
January 14:20 20:8 25:13 26:13 29:3 30:3,22 32:3,5 33:3 40:20,22 49:15 77:25 87:5,9,10 88:24 116:2 123:7	landed 18:6	locate 57:1 58:16
Jason 10:19 11:5,9,13	lapsed 90:12	located 7:6 12:7 113:16 126:12 132:15
Jennings 6:10	laptop 57:6	log 15:20,23,24 16:10,20 19:18, 23 20:2 59:3
job 7:4,9,18 11:17 12:25 17:12,16 18:13,15 21:10,17 23:7,9 88:6 107:12,14 123:25 125:4,22 133:14,24	larger 29:9	logistics 128:7,8
jobs 12:19 131:9	largest 139:1	logs 15:18 60:12,18
Joe 6:17 126:3	late-filed 13:18,19 117:5,8	long 7:13 8:17 20:6,12 24:5 57:8 58:22 72:7,9,10 81:25 126:19
John 105:11 121:12	layman's 105:22	long-standing 97:21
joined 127:10	lead 132:4	longer 21:6 24:7 33:12 34:17 35:2,10
Jon 6:23 7:3	leadership 9:17,21 127:15	looked 25:20 49:14 125:2
Jordan 47:17,24 81:17,18,21 82:2 121:12	learn 126:25	Lopez 20:11 21:3,6 33:20 42:10 43:8
July 25:5 26:18 27:7,16 28:12 30:13 32:2 126:23	learned 17:17	Lopez's 34:8
June 30:4 40:22 41:20 63:21	leave 8:5,9,12,17 9:1 10:4,8,13 11:3	lot 17:17 48:3 55:24 72:21 79:25 80:19 89:18,19 101:16 103:17 124:11,13 126:25 128:10 133:12
<hr/> K <hr/>	Lee 9:24	lower 69:5
K-A-I-S-E-R 46:23	left 12:24 75:2 83:24 87:11 94:8 96:14 128:5,9 129:16	lunch 99:1
K-A-R-I 46:23	left-hand 73:15 93:13 96:6	luncheon 117:21
Kaiser 46:21,23 130:9	lengthy 24:10	Lybrunca 20:23,25 43:6
Kari 46:21,23 130:9	leniency 76:11	
Keeton 11:16,23	letter 32:4 122:4	<hr/> M <hr/>
Kelly 81:19	letters 40:20	Macon 7:7
	level 14:3 60:3	made 139:18 140:2,18
	levels 12:18 97:8	maintain 58:14 59:5 60:12 65:2 139:14
	liable 107:21	maintained 14:5 19:19
	liaison 61:8,10,14,15 78:15	
	life 136:20 137:24	
	light 80:25	
	limit 98:22	

maintaining 135:18,20 136:1
maintains 120:5
majority 83:13
make 13:17 14:23 24:20 27:1
28:13 43:23 73:18 95:5 101:9,10
117:5 120:21 135:19 137:15
138:4
makes 28:18 120:25
making 133:1,7
managed 118:14 124:22
manager 46:19,20 128:10
129:14,17 130:7
managers 37:3 46:24
managing 10:24 11:18 54:8
manner 16:25 42:1
Maples 6:9 7:1 9:5 12:22 13:17,
20 16:17 21:14 23:15,19 24:13,16
26:1,3 27:11,13 34:12 35:20 38:7
43:13 45:24 49:22 50:3,6,9,13,15,
22 51:1 52:25 53:3 54:11 55:3,6
62:20 63:2 64:8,15 65:15,21
73:13,20,22 76:1 77:8 79:11 80:5
83:7 87:19 88:20 91:14 92:2 93:7
94:5,14,24 95:24 96:19 97:25
98:8,16,18,23 99:4 100:20 101:1,
7,15,17,24 102:3,21,25 104:8
105:4 107:22 108:2 109:7 110:23
112:5,9 113:5,19,22 115:2,15,20
117:5,10,18,20,22 118:5,7
122:19,21,24 123:19 124:5 125:8,
13,15,24 141:16
March 72:14 93:11 95:3,6,9
96:13 116:2
mark 122:19
marked 13:19 23:18 50:25 53:2
56:23 73:12 102:24 108:1 113:21
117:8 122:20,23
married 126:17,19,20
matter 36:6 132:10
matters 43:10,11 69:12 70:6
Maximum 128:15 135:13
means 32:8 35:3,13 44:22 90:17
92:23 94:20
measure 118:21
measures 139:23

medical 71:10 129:11,13
Medlin 9:25 10:19 11:5,9,13,22
meet 86:9 114:7 122:16
meeting 63:16 97:10 102:12
104:1,6,13,16
meetings 11:9 107:1
member 33:12,15 35:2,9 61:2
mentioned 10:19 14:8 19:18
27:10 57:11 97:17 106:4 130:10
131:11
met 13:25 126:14
method 84:13 89:17 120:6
middle 28:17
military 127:10
minimum 64:23
minutes 50:10
misspoke 27:11
misunderstood 57:24
modified 48:8
moment 63:23
monitor 7:5,10,11,12,19 12:11
13:10 19:2,4,6,10,12,15 23:3
28:14 31:1 32:13,18 34:24 36:13,
20 61:16 63:24 65:25 67:16,19,23
68:2,9,23,25 69:8 70:12,15 71:19
72:6 81:4,5 82:12,17 86:9 91:9
103:18 105:24 106:1 110:8
114:10 120:5 121:15,16 124:12,
14 125:4 129:20 130:4
monitor's 31:17 32:10 36:3
37:13 40:13 47:25 118:18
monitored 104:1
monitoring 16:19,22 22:2,4
28:18,20,21 29:1 32:23 37:14
38:15 39:6 44:24 47:17,24 48:6
54:17 59:19 64:24 67:6 75:10,12,
15,16,17,21 78:5 79:13,16 80:4,6,
9,25 83:19 84:2,9 85:3,21,25 86:7
88:22 89:2,23 92:13 95:18,25
110:8 114:9,14 118:14,20,25
119:6,8,13,19 121:7,10 122:16
124:11 131:23
monitors 13:4 14:10 19:1 23:5
28:22 68:15 89:23 121:6

month 33:24 56:19 74:25 78:11,
19,23 79:23 83:17,23 84:14,15
85:4 86:4 89:21 92:19 93:11 94:6
95:17 96:21,24 97:5 100:10
monthly 54:22 56:5,13,20 57:12
58:2,17 59:2 61:11 78:23 84:3,23
85:18 89:7 90:5,7,13 115:7
months 7:15 14:20 36:14 76:21
94:12 95:4,13 123:24
morning 25:3 50:17 72:21
moved 49:5
moving 89:7
multiple 24:19 29:13,18 73:10
113:16 132:19
multitude 97:12

N

named 8:20 129:1
names 58:6 86:5
narrative 120:14
National 127:11
natural 72:2
nature 36:6 67:25
NCR 25:2 27:20 28:6 29:4 32:2,5
33:3,5 35:15 38:14 39:10 44:4
77:12 83:10 90:2 104:5 109:11
110:9 120:9 121:1
NCR's 28:20
NCRS 22:15 120:15
necessarily 136:11
needed 18:7
Nikki 6:12 72:16 73:1
NN 64:19
non- 97:2
non-critical 137:2
noncompliance 22:15,17,18
23:4 24:25 25:2,11,21 26:9,12,24
28:11 30:7 32:1,20 33:1 35:14
36:14 38:1,9,11 39:21 40:4,17
44:11,15,18 45:8,14 46:25 47:13,
20,22 49:14 72:22 74:4,11,14,16,
23 75:19 76:17,20 78:4 79:13,22
82:5 83:16 84:1 87:8 90:5 93:15,

18,21 94:17 95:1 99:9,13 100:7
104:9,12,24 105:1 106:6 108:8
109:1,8,14 111:3 112:1,14 114:6
115:11 116:5,10,19 117:1,16
119:1,2,23 120:3,4,7,15,20,22
121:3 122:17 131:1,2 133:20,25
134:5,22

noncompliances 21:22,24
116:20

noncompliant 32:1,9 37:25
38:21,24 39:2,3,14,19,24 45:2
77:3 79:20 83:20 84:3,8 85:3,22,
24 86:18,19 87:6 88:10,12,21
89:1,12 92:11,12,16,18 95:14,15,
18 96:11 100:9 109:2,17,21
110:20,25 111:8,11 112:6,15,18
113:2,3 114:19 115:4

noon 98:21,25

normal 68:21

note 29:8 75:9

noted 35:15 86:22 99:14,17
109:15

notes 71:1,7 78:5 94:3

notice 79:8

noticed 89:18

notification 24:25 69:19 75:12

notified 61:9 69:9,11 70:10

November 7:17 22:11 33:24
34:1 57:7 83:17,23 84:24 85:4,12
112:19 129:23

number 25:25 31:11,12 40:9
55:2 56:15 58:7 78:20,22 79:1
80:14,23 85:11,14 96:14,21,23
99:14 105:16

numbers 45:20 89:20 96:1

numeral 118:19 119:9

nurse 126:21

O

Object 65:10 95:21 100:18
101:22 104:20 115:8 124:3

objection 9:3 12:12 16:12 21:12
34:9,11 35:17 38:4 42:24 43:1
45:18 49:20 50:1,2 54:9 62:17,24
64:5,6,11,12 65:19 75:22 77:5

79:6,7 80:1,2,20,21 83:5,6 87:16
88:18 91:5,24 92:1 93:6 94:1,10,
11,22 95:22 96:17 97:22 98:6,7,
14 100:17,23,24 101:4,12,21
104:3,19 109:5,6 110:21 112:3,7,
24,25 114:24,25 115:9,19 122:12,
13 123:18 124:2 125:6,7

obligation 102:12

obligations 63:17

observations 131:20 139:12
140:11,18

observe 13:25 14:11,12 48:5

observed 50:14 91:9 99:3
117:21 138:9 141:11

obtained 84:14

obvious 104:24

occasion 130:11

occasionally 23:4

occur 24:11 70:3,7 131:24

occurred 9:13 38:2 40:11 77:21
120:10 125:1

occurrence 69:9

occurring 139:13

occurs 14:19 131:19

October 33:16,19 74:8,9,23 75:1
78:20,23 79:19,23 80:8,15 84:22
95:9 110:1

off-the-record 117:9

offer 138:24 140:9

office 7:6 13:1,2,7 55:12 59:8
71:3 81:19 113:15 120:12 124:9

officer 63:6 126:25 128:4,17,19
138:19 139:9

officers 128:1 136:5 139:5,6,10
140:3

official 22:1 121:2

oftentimes 131:25

OMS 56:1,3

onboard 97:11

onboarding 97:13

open-book 15:11

operate 18:16

operated 24:24

operation 138:23

operations 7:10 9:24 13:6 19:5,
11,13,14 56:18 67:23 68:21
70:12,14 71:19 105:15,17,19,21,
24 121:16 130:4

opinion 80:22 88:1,5 102:1,6,8,
13,18 125:21 139:16

opportunity 17:7 91:8

opposed 26:22

opposing 13:6

opposite 120:25

order 15:23 61:24 62:1,2 136:4
137:2 138:23

orderly 14:5

orders 62:4,5

organizational 127:15

outcome 72:3

outcomes 108:15

outline 72:4

outlined 51:11

outlines 61:1

overcome 136:25 137:15

oversee 10:11 12:10,14 67:16,
19,24

overseeing 32:14 67:7 71:16

oversees 105:14

oversight 16:9 18:25 69:25
78:25

overtime 80:16,19 85:11 86:22
87:1 99:15,18,23,25 100:3,14
101:19 102:1,11,16 136:6,24
137:1 138:12,24

overview 56:18 118:17 121:14

P

pages 24:5 29:9 62:22

paid 99:18

paperwork 15:18 19:16

paragraph 31:25 33:10 35:1,8
36:9 38:3,8 54:19 59:6 63:19 75:4
77:25

paraphrase 120:14

parenthesis 39:14 119:24

Parker 6:14 9:23

part 9:20 17:12,16 18:13 29:4
30:6,16 35:15 37:3 42:21 47:4
49:7 78:14 83:13 108:23 112:18
120:2 126:11

partially 46:6

participant 34:24

participate 37:22

partner 126:4

passing 17:13

past 15:23

Patsy 126:14

pattern 63:17

Paul 56:9

pay 100:21 101:19

paying 102:1,16

pending 71:11

people 100:22 101:19 136:10
137:1 141:3

percent 22:25 39:25 63:21 64:4,
14 75:18 76:5 92:24 93:5 113:8
119:14 134:8,10,15,18

percentage 134:16

percentages 59:20

perform 65:17 131:9

performance 21:10 34:23 87:24
88:6 118:22 123:8,23 125:22

performed 124:21

performing 21:17 123:25 125:3

period 26:18 27:6,16 28:6,18
29:10,12 30:3,13 37:15 38:13,15
39:6 44:24 58:22 63:11 74:8 80:4,
6,10 81:1 82:14 86:8 89:22 90:10
95:4,7,13,17 103:18 110:6,7,8
112:21 116:1,12,13,14,15 120:24

periods 14:22 28:4 29:13 49:18
74:18

permanent 60:12

permitted 107:5

person 34:17,22 35:4,22 43:7
81:15 97:15 132:9

personal 12:20 57:6

personally 132:8

personnel 63:6,19,20 64:3

pertains 120:18

phone 72:12,15,25

physical 105:19

place 28:17 52:7,8 74:8 125:19

plaintiff 6:10

plaintiff's 6:7

plan 32:19 35:5 36:3,4,10 37:4,
11,22 38:23 41:5,6 42:13 43:15,
23,25 44:3,6 45:5,10,17 46:1,17
47:1,4 81:6 91:13 99:12 106:16,
21,25

plans 32:22,24 106:19 107:3

pod 138:16,18,19 139:3,11

pods 138:15,16

point 18:4 29:16 32:10 37:15,18
53:22 110:15 132:10

pointed 39:13

policy 12:21 13:25 14:7 31:22
50:17 51:3 66:9 67:4 118:1,11,13,
16

Polly 6:17 25:24 73:18 91:24
126:5

population 17:18

portion 45:5 52:2,4 76:23 77:12

position 7:13 17:5 22:24 33:13
34:3,20 35:3,11 36:3 43:7 58:5,6,
7 60:1 62:3 63:12 75:2 78:18,22
84:19,20,22,25 86:6 102:11
104:22,23 105:9 107:9

positions 79:17,24 85:7 89:4
92:20 100:4,11,15,16 101:20
135:7 137:21 138:12 139:18

post 61:5,24 62:1,2,4,5,6 133:8,9
135:1 139:5

post- 129:3

posted 61:3 140:7

posts 74:21 75:1 83:23 87:11
93:23 94:7 96:14 136:11 137:2,
12,13

practice 16:6 89:25

practices 28:16

precise 13:9

predecessor 34:8

prepare 61:7 72:7,9,10 73:1
121:7

prepared 55:16 98:1 121:5 134:1

preparing 51:12 74:1

present 10:8

presented 29:8 45:21 125:11

pretty 120:25 140:11

previous 14:20 39:19 41:7,14,
23,24 42:6 46:9 74:18 76:20
77:10 83:10 84:14 94:12

previously 41:16 44:23 99:11,14
130:13

primarily 70:13 131:19

primary 82:19

prior 31:25 40:17 43:7 48:9
76:17,22

prison 11:13 68:21 70:2 76:14
128:4

prisoners 132:14

prisons 135:11,18,20

private 129:9

privately 24:24 118:14

problem 42:22 97:21 99:2
106:11

problems 136:1

procedure 12:21 15:8,10 16:6,7,
9 19:9,13 41:19 49:18,25 66:10

procedures 12:19,20 14:6 19:14
25:22 28:15 51:6,10,12,19 69:16

proceeding 107:3

process 13:22 16:19 17:9,21
18:11,19,25 19:6 21:2 22:12,16,
24 24:9 28:2,22 32:24 37:18 41:8,
9 47:13,21 52:7 81:7,12 106:8

121:20 122:5,8	26:25 27:2,14 28:19 48:10 62:19	record 7:2 60:13
processing 18:5	67:20 76:13 82:25 91:2 95:5	records 114:7,8,9,14,20 115:4
professional 81:18 130:23	110:10 132:13 133:19,23 135:19	116:5,10 117:13,16 129:14
131:8	139:20,25	red 39:14 45:5 75:9
program 64:25 66:14,16	questions 18:18 29:7 45:20,23	redaction 91:10
programs 67:3	126:1 132:1 133:11,12,13 137:18	refer 22:22 94:2
promoted 21:8 43:8 128:17	141:13,15	referenced 43:6
pronounce 72:17	quick 50:6 141:8	referral 140:8
proper 48:7		referred 65:12
properly 21:17	<hr/> R <hr/>	referring 40:25 42:5,6 51:16 96:1
property 12:18,20 66:2 70:20	radio 140:7	119:7,17
131:20	ran 133:8	reflected 49:18 75:1 94:7
provide 41:4,15 45:8 64:24 67:2	rate 60:1 96:15	reflective 93:22
87:22 91:9 107:18,19	ratio 59:15,21,22 60:4 63:20,24	regard 138:10
provided 46:11 57:19 63:10,12	64:3	regular 130:17
86:9 108:18 115:7,13,14	Raymond 8:3	regularly 7:25 10:25 14:13
providing 31:9 45:9 78:15 86:5	reached 120:23	relate 136:10
99:12	read 23:12 39:21 52:12,15,16,17,	related 10:3,7 69:12
provisions 129:11 133:22	18,19 125:10	relates 136:11
pull 16:3 138:18 139:5,8	reading 40:16	relationship 130:22
pulled 15:24 16:11,20 120:5	reads 80:15	release 12:20
purpose 43:5 52:4 90:23	reason 10:3,8 34:17 49:3 78:16	relevant 107:1
purposes 68:11	137:14 141:3	religion 67:14,18
pursuant 55:17	reasons 8:11 34:19 41:23 46:9	religious 6:15 66:23 67:2,3,7,11,
purview 43:9	reassigned 9:7,10,13,16 35:23	24,25 68:2
put 24:14 45:4 49:12 50:22,23	reassigning 10:3	remains 32:25 39:18 44:22 48:19
73:4,10 79:1 102:21 107:22	reassignment 10:7 34:18	49:13
113:19 117:23 122:22 140:11	125:18	remedy 123:15
	recall 9:25 33:7 34:2 44:6 47:2	remember 22:19 46:14 50:16
<hr/> Q <hr/>	63:23 72:12 88:8 96:13 97:10,24	removal 21:9
	110:16 126:15 133:8	removed 34:15,20 35:15,23
qualified 52:13	receipt 18:10	removing 34:7
quality 46:18,20,24 47:3 130:7	receive 55:13,16,20 57:12,16,20,	reoccurring 32:9
quarter 14:17 22:20 28:2,13	22,25 58:25 59:2,3 61:18 121:17	repeat 10:5 16:16 39:15 41:2,3
29:11 37:17 39:5 80:7,8 108:20	received 18:7 42:1 58:17 78:10,	47:2 56:6 62:19 74:17 120:8
109:9 110:4,13 117:13,14 120:23	11 115:12	133:23 139:21
quarterly 14:15,18,21,22 15:2,3,	receiving 128:8	repeated 44:19 94:17
9 18:23 21:20 26:22 27:3,8,17,22	recent 30:18	repeating 45:8
28:5,10,23 48:13,17,21 49:1,6,7	recently 10:21	report 21:21,25 22:1,17,23 25:2,
54:22 59:3 103:18 107:25 119:5	recess 50:14 99:3 117:21 141:11	
quarters 111:23	recipient 55:10	
question 10:5 12:13 14:24 16:16		

11 26:9,12 27:17,18,20 28:11,25
29:11,12,17,22 30:7,8,16 31:19
32:2,22 34:4 35:6 44:15 45:14
47:22 48:5,9,12 49:11 56:5,6,14
57:12,19,22 59:10,11,12 61:21,22
71:10 72:23 74:2,4,15 76:21 77:2,
9,22 78:10,15,21,23 83:10,16
84:4,13,24 85:18 86:5,12,23 89:7,
14 90:11,13 94:20 96:9 97:2 99:9,
13 100:6 104:9 106:6 108:8
109:1,9 114:2,6,7,8,9,16 115:10,
11,13 119:1,3,23 120:15,22
121:1,3,5 123:2,8,16,21,24 124:8

reported 36:15 37:4 38:2,9,12
68:14,15 84:15,25

REPORTER 6:3,19

reporting 28:4,6 41:10 54:20
55:7 59:1,5 74:18 82:18,21 84:13
86:15 88:17,23 89:17,21 90:1
91:19 92:16 94:13 95:19 97:20

reports 15:2 22:15,21 23:2,4
24:8 25:20,21 26:24 27:22,25
28:1 29:18 44:9,11 47:25 49:10,
15,19 51:12 54:22 55:11,13,16,19
56:16,20 57:11,20,25 58:4,17
60:13,16 61:8,10,12,18 68:4,8,12
72:22 80:25 84:22 86:8,10,13
90:5,8,16,18,20 91:17 95:7 98:2
104:5,6,12 105:1 112:18 113:24
114:14,20,23 115:4,7,12,14
116:5,10 117:1,13,16 120:7,20
121:5 122:17 124:19 133:20
134:1,6 139:23

represent 6:6,18 107:24 113:23
126:4 129:3

representing 6:13

request 37:8

requests 131:4

require 119:14 134:7

required 55:10 61:8 74:21 75:17
115:7

requirement 55:17 63:13,16
69:12 112:23 113:7 134:11,25
135:6

requirements 54:7,20 55:8 59:6
62:15,23 113:17

requires 76:4 92:24 134:17

reside 131:24

resolution 132:6

resolved 132:10

resource 66:14,16

respective 36:11,18 44:10

responded 17:3 31:15 43:18

responding 14:2

response 17:6,23 31:14 33:5
41:11,12,25 42:4 44:3 45:13,20,
22 46:11 48:25 49:9 77:13,14
81:3 99:12

responses 13:25 14:1 40:10,11

responsibilities 7:18 119:12

responsibility 13:5 18:6 36:2
87:18,20,21 124:10,15

responsible 32:19 33:12 35:2,9,
23

responsive 131:3

rest 98:2

result 36:15 38:10 75:12 91:10,
11 119:2,3 131:1

resulted 78:21 131:2

return 99:5 125:18

review 7:20 13:4,5,9 14:11,21,22
15:1,12,19 16:24 22:3 23:4 28:8,
10 36:12,13,24 37:14,23 38:1,11
43:11 44:25 49:7 51:12,25 52:2,4
57:18 59:4,15 60:23 61:4 62:4,5
64:2 65:25 68:2,8,11 69:2 74:7,19
86:9 106:22 108:14 109:11 116:8
119:4 120:13,24 121:20 124:19

reviewed 28:22 39:24 74:20
80:24 105:1 110:15 123:7

reviewing 28:5 32:21 78:8
131:22

reviews 13:6 14:3 16:24 36:19,
24 47:25 48:13,17,21 90:9
121:23,24,25 131:25

revisit 15:3 37:14

right-hand 26:1 53:12,18

Riverbend 128:14,24 129:8
135:13 137:18 140:22 141:5

role 20:13 32:14,17 33:23,25
34:16,17 35:4,5 82:16 106:19,21
118:18 124:14 128:11,18 129:20,

22

Roman 118:19 119:8

roster 60:25

roster's 94:7

rosters 60:23 74:7,20

rotate 138:14

rounds 133:7

route 132:6

routine 10:24 11:7 57:19 60:13,
18

routinely 70:5 81:22 106:3

row 129:6

rumor 10:14

rumors 10:12,16,17

run 23:8 129:1

rural 135:25

S

S-T-A-T 56:10

safe 52:12 93:3 133:2 137:15

safety 128:10 139:14

SAITH 141:19

salary 101:5 102:5

sample 15:24

samples 16:5,10,20 31:20 45:1

sampling 15:20 19:22

Sanitation 12:16

save 22:4

saved 116:25 117:2

scheduled 12:1

school 127:8,9,14

science 127:15

scope 23:7 36:1 87:18 101:6
111:22 124:10

screen 23:15,20 24:5 30:23 39:3
50:24 52:23 73:5 96:5 102:22
107:23 117:24 118:3

scroll 23:23 24:1,18 25:10 29:21
30:9,21 38:24 42:12 51:8 53:8,14,

20 54:15 60:7 62:7 64:16 66:18
77:18,24 78:4 79:12 80:12 83:14
85:9 86:18 88:9 92:12 94:15
100:6 109:13,25 110:24

scrolling 33:2 39:9 44:14 93:10
97:1 106:10

sec 73:21

secondary 86:11

section 51:9 62:12,21 63:3,9
64:19 99:12 118:19 119:22 121:4

sector 129:9

security 12:20 62:3 63:20 64:3,
25 68:20 69:21 70:21 75:24 76:2,
7,13,14 128:15 129:13 130:19
135:13 139:14

segued 129:12

select 16:4

selecting 16:5

send 13:14 117:1

sending 91:17 92:3

sense 14:23 28:18

sensitive 75:24 76:2,7,13

sentence 35:7,13 38:3,8 63:9,13,
18 64:23 65:1 74:6 80:15 85:10

separate 13:3,12 28:22 59:12
86:8 120:16

separated 78:16

separation 78:18

September 33:11 35:8 40:21
84:22 89:8,15 90:4 91:16,21
93:12

Sergeant 20:18,20

series 13:24 54:23 61:12 73:7
99:6

served 129:6

service 31:15 78:16 107:18,19
128:5

services 6:15 12:21 63:11 64:20
66:23 67:2,3,7,11,24 68:2 108:9,
10,17 109:3 110:25 112:2,17,23
113:17 138:22

set 7:21 54:12 62:2,15,22 63:4
102:12 114:12

sets 54:7

severity 40:3

share 23:15

she'll 48:8

sheet 13:13

shift 21:1 60:13,16,23,25 69:15
74:19 75:3 94:7 136:12

shifts 74:20 75:5

shipping 128:8

short 37:21 136:21 139:7

shortage 138:17,18

shortly 53:1

show 15:10 23:16 37:17 80:13
122:21 136:13 137:25

showing 102:14 141:3

sick 136:15

side 105:15 120:12 129:13,14

signage 140:7

similar 113:24

simpler 76:12

simply 133:15 134:17,21

single 29:17

sir 43:3 126:18 129:21 132:16,18
134:9

sit 120:18

site 10:25 12:1 57:17 108:12

situations 60:14,19

six-month 95:7,13

slash 62:13 77:15 119:23 121:6

SNR 119:24 120:8,11,17 121:1

sort 75:20 77:20

sound 43:21

sounds 78:24 104:14 132:11

space 67:1,11

speak 10:14 17:10,15 22:25 70:7
73:21 84:12 97:16 104:22 105:3,
5,6

speaking 76:22 107:16 121:15
132:9

specific 16:23 18:21 33:7 40:13
44:4 75:5 130:24

specifically 47:2,6 97:16

specifies 48:15

spell 56:7

spend 105:25

spent 99:25 127:10

spill 106:5

spoke 126:5

spreadsheet 14:10,14 116:23
120:5

staff 33:12,15 34:23 35:1,9 36:5
37:2 43:10 46:11 51:12 55:21
57:13,15,17 61:1,3 63:20 66:7,10,
16 67:1,10 68:5 70:18 74:7 84:2
107:2 118:21 129:25 130:2,6,16
135:18 136:2,6,13,15,17,21
137:6,23 138:6,11,25 140:2,3,12,
15,19,22

staffed 74:21 82:8

staffing 12:17 55:21 57:13,20,22,
25 58:17 59:12 62:13,16,23
63:14,17 64:2 67:25 74:7,16,22
75:11 78:5,6,7,10,23 79:3,14,16
80:25 81:21 82:3,10,13,20 83:1,
16,19 84:2,4,9,11,13,23 85:3,18,
22 86:19 87:5,15 88:10,13,14,22
89:2,11 90:5 92:10,13,19,23 93:3,
16,19 94:17 95:1,7,14,15 96:8
97:3,8,16,20 98:5,12 99:9 100:8
115:7,11,13,14 119:7,19,20
120:18 134:24,25 135:5,17,20
136:11 137:20 138:17,18 139:18
141:2

stamp 26:11 53:5,10 55:2,4
64:17 66:19 83:15 85:18 87:4
93:12 94:16 96:6 103:2,4 111:16
113:25 115:24

stamped 29:3,23 59:7 60:8 62:8
73:15 85:10 99:21 108:5 109:25

stand 56:11

standard 16:7 75:20 86:10 90:1
113:12,13 114:7

standardized 16:5

standards 7:21 14:1,11 54:12
108:14 114:12

start 6:7 58:6 92:3	succinct 13:9	93:13 94:16 96:6 97:1 99:21
started 97:9 126:24 127:11,24,25 129:14	sufficient 28:7 91:13	100:7 103:4 108:5 110:1 111:17
starting 22:10	suggest 106:23	113:25 115:24 118:1,10,21
starts 72:18	suggested 125:9	123:21 124:21 125:9,11 129:18
stat 56:5,10,11,14,20 57:12 59:10 61:20,22	suggestion 125:12	TDOC's 16:8 19:8 104:1,17
state 6:14 7:2 54:20 59:5 61:8 115:6 128:5,14 137:7	suggestions 121:18	team 9:17 47:3 71:10 120:12
State's 55:7	suicide 72:3	technical 19:16
state-wide 129:16	summary 77:10 103:7 119:22 120:3,4,19 121:2	technology 127:16 139:25
statement 37:12 44:1	summer 44:7	television 140:6
states 33:11 36:10 38:8 39:15 41:15,22,24 51:9 53:15 60:11 61:6 63:19 64:22 66:25 74:7,11 75:10 76:17 99:22 119:11	supervision 47:18 64:24	tells 18:4
stating 45:25	supervisor 21:1 44:11 81:17 90:8,15 128:18 129:6,15	temporary 137:6
stayed 129:15	supervisor's 41:25	ten 13:3,12 50:10,12
staying 28:15 92:20	supervisors 123:21	Tennessee 6:13,14 7:7,22 9:18 31:21 32:10 36:7 90:24 91:12 107:17 124:9,20 126:10 127:11, 12 128:5,21 129:11 136:1
steer 17:19	supervisory 46:10	tenure 103:19
stepdaughter 126:22 127:20	supply 63:13	term 105:16
store 58:11	surprised 15:13	terminated 84:17
stored 13:7 56:21,24 57:4	surround 108:17	termination 34:18 58:9
story 37:21	surrounding 8:9 47:23 48:4	terms 105:22 118:23 140:22 141:2,3
Stranch 6:10	swear 97:17	Terry 46:21 130:9
strict 75:20	sworn 6:24	test 15:11
strike 21:3 28:1 60:3 64:1 81:11 103:2	system 55:25 56:1,3,24 57:3 69:3	testified 27:3 29:2 63:23 113:6
strong 140:11	<hr/> T <hr/>	testimony 131:11
subject 51:5 103:7 118:13	table 31:5,8,9,10,24 39:22 40:7, 16 75:4	thing 22:1 59:13,14 60:20,22 61:16 68:1 72:22 88:21 108:16 111:7 118:8 136:24 137:17 138:7
subjective 80:24	takes 81:7 90:8 125:19	things 17:19 19:5 24:20 36:6 81:2,13 105:21 124:12
subjects 54:23	taking 28:17	Thomas 73:1
submit 51:9,16 61:7	talk 82:14 133:14 134:24	thought 52:17 104:10
submits 78:15 86:4 90:16	talked 72:21 92:10	time 6:5 8:21 11:23 14:3 17:4,8 19:16 22:7 23:23 27:1,21 28:7 29:11 34:1 37:18 38:6,12 41:9 45:4 46:12 48:22 49:2,18 57:18 58:21 70:10 75:2,7 77:21 80:3 83:11,22 84:6,17 87:11,13 89:16, 22 90:10,12 95:9,17 98:22 102:13 105:25 108:13 110:6,7,9 113:15 115:10 116:12,13,14,15 119:6 127:1 128:6 133:4,9 135:3 137:10
submitted 51:18 61:11 69:3 90:11,18 91:3,7 93:11 94:21 114:23 115:16 121:9	talking 42:10 73:9 108:4 116:13	
submitting 90:5,7	tandem 89:24	
successful 43:24	TDOC 9:21,22 14:7 16:5 26:11 29:3,23 30:10,23 31:11 40:8 45:22 47:12,17 49:17 50:17 51:11 55:12 57:9 60:5 68:18 69:22,24 73:16 80:14 81:11 83:15 85:10,18 87:4,20,23 88:3,5 89:8 92:24	
successfully 45:17		

timely 16:25 42:1 92:8
times 16:11,21 105:16 131:12
132:19 136:13,15,17 137:6
tiny 53:23
title 7:4,9 11:17 12:25
titled 54:16 62:13 63:19 64:19
66:23 121:4 122:5
titles 58:5
today 6:3 12:1 72:8,9,11 73:2
125:16 138:18
told 8:11,13 12:8
Tom 6:12
TOMIS 55:25 56:2 69:3,14
Tony 6:14 9:23
tool 14:12,18 16:23 18:1 120:11
top 10:1 18:21 26:1 28:15 73:15
93:12 94:16 96:6 111:16
total 58:7 63:17 78:20 99:23
100:10
totals 56:17
town 126:12
track 76:19 120:8
tracking 67:6 120:6
traditionally 23:6 132:3 137:3
training 55:22 57:14,17,23
128:10,19,21
transfers 56:17
transported 70:19
treasury 124:21
treatment 67:7 69:4,5 84:20
Tricia 6:9
Trousdale 7:8,14 8:2,5,15,18 9:9
10:21,23 11:1,6,10,19 13:22
17:10 18:18,25 19:25 21:4,15
22:8,10,20 23:9 29:5 30:19 33:21
47:14 49:24 51:16,18,22,23
52:10,23 54:8,13,21 55:8,13
57:21 58:1,22 59:16 62:16,23
63:14,15,24 64:2,4 65:5,22 66:6,
10,16 67:10,13,24 68:9 69:25
70:4,24 71:11,23 77:11 80:10
81:21 82:3,8,11,21 83:12 88:2,7
90:21,25 91:3,17 95:13 97:6,9

100:3,11 103:14,25 104:17
108:24 109:2 112:22 113:16
116:15 122:10 129:25 130:2
133:1 135:15 138:6,11 139:19
140:18
Trousdale's 7:23 22:12 67:7
71:17
true 83:11 111:7 135:9
TTCC 103:7
Tuesday 72:14
turn 90:1 91:1 107:16
Turner 7:8 52:10
Turney 128:4 135:11,24 136:13
137:5,9 140:23 141:6
turnover 55:21 57:13,15 59:11,
15,21,22 60:4 63:20,24 64:3
type 130:21
typically 23:11 24:8 81:25 92:7
132:10

U

U.T.I. 128:7
uh-huh 39:1 41:17 42:16 43:17
44:20 134:23
ultimately 17:1 49:12 107:15
unacceptable 60:5
unannounced 15:15
uncommon 24:11
undergrad 127:14
underneath 41:18 42:17 44:2
54:2 61:12 106:14
underperforming 34:22
understand 16:18 48:20 56:7
73:9 134:6 139:20
understanding 8:25 10:2,6
34:5,15 54:6 61:15 66:15 90:20
103:25 104:16 124:25 125:1
132:13
understood 16:14 95:5 135:19
unexplained 71:11
unfilled 83:23 85:6 89:4 94:8
96:15 100:4

unit 129:7 138:14 139:7
University 127:17
unsafe 133:5
upcoming 42:13 43:15
uptick 94:4 96:15,23
usual 11:4
utilize 14:11 16:23 138:24
utilized 120:11
utilizes 114:10 138:11
utilizing 17:25

V

vacancies 12:18 55:21 57:13,15
59:11 63:9 74:8 137:3 138:12
vacancy 59:20 63:11 75:8 78:21
79:24 84:22 139:11
vacant 58:7 60:1,2 75:2,6 78:22
79:17,18 83:24 84:20 85:1,7
87:12 89:4 92:19,20 94:8 100:4,
10,15,16 101:19 102:11 135:1
vacated 78:18
Vantell 8:24
varies 70:9
verbal 87:23
verbiage 65:12
view 140:25
Vincent 8:24
visit 10:23 11:19 15:15
visited 10:21 11:23
voluntary 78:17
volunteer 6:15 64:20,25 65:2,5,
9,17 66:3
volunteers 65:22,24 67:1,10
68:6
VP 9:24 10:20

W

walk 15:18 73:8 132:13,22
walk-throughs 131:21

walking 105:25 133:7

walks 133:1

wall 119:4

Walton 6:23 7:3 12:23 23:22
24:17 27:14 29:15 50:16 53:4
99:5 103:3 107:23 113:6,23
116:16 117:11,23 118:8 125:25
126:3 141:12,17

Walton's 13:18

wanted 13:8 29:6,9 43:12 102:6

warden 7:23 8:2,3,14,15,20,21
9:6,10,12,16 10:3,4,7 11:2 36:11,
15,19 38:2,9,12 44:10,12 78:15
84:6,7 87:13,24 88:2,6 94:21
97:5,8,11,13 125:16,21 130:11,13

warden's 84:3

wardens 130:18

Washburn 84:7 87:13 88:2
130:14

Washburn's 87:24 88:6

week 72:12 121:14

weekly 36:12,19,24 44:9 54:22
121:5,6

weeks 8:19

Welborn 6:17,21 34:11 50:1
64:6,12 65:10 79:7 80:2,21 83:6
94:10 95:21 98:7,20 100:18,24
101:22 104:20 109:6 112:25
114:25 115:8 117:19 122:13
124:3 125:7 126:1,2,3 141:8,12

West 126:10 135:25

witnessed 139:2

word 39:15

words 27:16 93:22 137:20

wore 128:10

work 6:8 7:23 87:15 91:18 124:9
128:6,14 129:9,18 136:6,24
137:1,25 138:4 141:4

worked 19:13 61:2 85:11 86:22
99:15 123:14 135:10

working 33:20 36:5 89:16,24
90:9 102:10 130:22 138:25

write 42:3 52:17 100:9

writes 36:2

writing 61:9

written 31:1 35:5 36:4 39:25
42:18 45:7 87:23

wrong 89:20 90:7 94:21 115:17
117:12

wrote 35:21 52:15

Y

year 14:16 16:11,21

year- 132:25

year-and-a-half 133:5

years 126:20 127:10 129:3

yes,ma'am 25:4

yesterday 11:25 138:16

young 81:19 127:2

Z

Zagorski 129:1,5

zoom 6:7,20 24:2,21 53:21 73:6